



PROFESSIONAL PROJECT

THE ANATOMY OF A STRATEGIC PERSONAL BRAND: AGHATA

LOBO

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“For I know the plans I have for you, declares the Lord”.

Jeremiah 29:11

Abstract

This professional project has as its main objective the search and elaboration of the anatomy of a strategic personal brand, based on the case study of the brand Aghata Lobo. The project was created to answer what are the fundamental characteristics that need to be present in a personal brand for it to be the choice of the Brazilian consumer. Thus, the purpose is to structure the newly created Aghata Lobo brand so that it becomes (i) a solid and coherent brand, which reaches the market to meet the true needs of the consumer; (ii) develop a strong and captivating image to this brand, and, finally (iii) build it with internal and external attributes that inspire confidence and connection with the audience, all with the aim of developing a brand that stands out and brings results. In addition to the literature review addressing the topics brand and branding, branding strategy, and branding expression, to achieve the listed objectives, primary data were collected through an online questionnaire. With the analysis of the collected data, it was possible to understand how the Brazilian consumer behaves in the face of online consumption, their perceptions regarding new brands, and the relevant characteristics that a brand needs to have to conquer them. Thus, it was possible to develop the anatomy of the Aghata Lobo personal brand, from its internal structure to its external structure, based on the framework “Anatomy of a strategic brand” in which the specific originator is unclear, but which had notable contributors who have influenced it, as Aaker, Keller, and Kapferer. Converting, in this way, Aghata Lobo into a coherent, solid, unique, and profitable strategic brand.

Keywords: personal brand; personal branding; strategic brand; branding strategy; branding expression.

Resumo

O presente projeto profissional tem como principal objetivo a busca e elaboração da anatomia de uma marca pessoal estratégica, tendo como base o estudo de caso da marca Aghata Lobo. O projeto foi criado para responder quais são as características fundamentais que precisam estar presentes em uma marca pessoal para que ela seja a escolha do consumidor brasileiro. Assim, o propósito é estruturar a recém-criada marca Aghata Lobo para que ela se torne (i) uma marca sólida e coerente, que chegue ao mercado para atender às reais necessidades do consumidor; (ii) desenvolver uma imagem forte e cativante para esta marca e, por fim (iii) construí-la com atributos internos e externos que inspirem confiança e conexão com o público, tudo com o intuito de desenvolver uma marca que se destaque e traga resultados. Além da revisão da literatura abordando os tópicos de marca e branding, as estratégias do branding e as expressões da marca, para atingir os objetivos elencados, foram coletados dados primários por meio de um questionário online. Com a análise dos dados, foi possível entender como o consumidor brasileiro se comporta diante do consumo online, suas percepções em relação a novas marcas e as características relevantes que uma marca precisa ter para conquistá-los. Assim, foi possível desenvolver a anatomia da marca pessoal Aghata Lobo, desde sua estrutura interna até sua estrutura externa, com base na Framework “*Anatomy of a strategic brand*” cujo criador não é conhecido, mas que teve colaboradores notáveis a influenciaram, como Aaker, Keller e Kapferer. Desta maneira, convertendo Aghata Lobo em uma marca estratégica coerente, sólida, única e lucrativa.

Palavras-chave: marca pessoal; branding pessoal; marca estratégica; estratégia de marca; expressão de marca.

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1. INTRODUCTION

Creating a brand is not an easy task. In fact, creating the brand itself is probably not the big problem, on the contrary, today there are hundreds of tools that facilitate this process, but making it stand out, solidify, and profit, is a big challenge.

According to Statista (2022a), the number of retail and commerce companies registered in Brazil by 2020 was approximately 1.83 million. Since the total number of registered companies was about 2.35 million, just this sector represents about 77.87%. More, data from a global survey show that 6 out of 10 Brazilians want to open their own business. Which means being the 2nd biggest dream of Brazilians, losing only to the dream of traveling. In addition, Brazil is the second country with the most potential entrepreneurs proportionally, and today they represent 53% of those who have not yet opened but want to open their company. The numbers started to grow in 2020, with the pandemic. Finally, 42 million Brazilians already have their own business or have already started the organization to open it and today micro and 9small companies move R\$ 280 billion per year in the country (The News CC, 2023b).

Faced with the plethora of options available in all sectors, the constant emergence of new brands, and the incessant struggle/dream of Brazilians to undertake, how can a brand stand out? How do you occupy a little space in the mind of the consumer from the beginning? How to make them choose a new brand? With so many options and messages competing for consumers' attention, consumers tend to choose a limited number of brands – those that have managed to stand out. Reinforcing the idea that having brand recognition is fundamental. In fact, brands that are considered early in the purchase decision process are up to three times more likely to be purchased than those that are not considered (McKinsey & Company, 2009).

So, the main question is - what are the fundamental characteristics that need to be present in a personal brand for it to be the choice of the Brazilian consumer? To answer this question, the objective of this professional project is to create the anatomy of a strategic personal brand, based on the case study of the brand Aghata Lobo.

The purpose is to structure the newly created Aghata Lobo brand so that it becomes

- (i) a solid and coherent brand, which reaches the market to meet the true needs of the consumer;
- (ii) develop a strong and captivating image for this brand, and, finally (iii) build it with internal

and external attributes that inspire confidence and connection with the audience, all with the aim of developing a brand that stands out and brings results from its generation.

For the development of this structure, in addition to the literature review, an online questionnaire (quantitative method) will also be used in order to understand (i) the frequency of online consumption by Brazilians; (ii) the most used channels; (iii) behaviour and relationship with new brands; (iv) the different perceptions between personal and corporate brands; (v) the influence of the internal and external characteristics of the brand as key characteristics or not for the purchase and hiring; and (vi) what are the main characteristics most considered by consumers when they decide to consume a new brand.

By understanding how the personal brand needs to behave for it to be the option of the Brazilian consumer and determining its basic structure, this model can be replicated for new personal brands that want to develop and start at another level of strategy. However, always understand the need for certain adaptations precisely because it is a personal brand.

Therefore, this thesis is structured into 6 chapters, the present introduction being the first of them, followed by the literature review that will address the overview of the brand, personal branding, branding strategy (internal, positioning, and competitive analysis), and branding expression (character, verbal expression, and visual expression). Finally, the chapters contain the method, the discoveries and the discussion of the results, the structuring of the Aghata Lobo brand, and the conclusion.

2. LITERATURE REVIEW

2.1. Brand and Branding

“Brand is a name, term, sign, symbol, design or a combination of these, which is used to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors” (Kotler et al. 1999, p. 571).

The concept of brand is simple. But recognizing the brand only as a way to identify and distinguish products and services from other products and services – with identification being a tool that suppliers have and offer to buyers so that they can recognize and specify what they want to consume and even indicate (Murphy, 1992) - it was no longer enough. Thus, with the passage of time and the development of society, it was necessary to further develop the issue of brand and branding. One of the most effective ways to do it was the differentiation in non-tangible factors, creating and adding value to the decision-making process of consumer decision (Murphy, 1992).

With such evolution and deepening, the brand is no longer just differentiating products and services, it became the most valuable intangible asset a company can have (Keller & Lehmann, 2006). So much so that currently the power of a brand, that is, its strength of awareness, association, and actions, has been the measure and attribute of a company's success (Oh et al., 2020). They are even recognized as molding people's thoughts and behavior, albeit unconsciously (Oh et al., 2020).

Branding is employed by businesses to set apart their products and services from those of their rivals. This involves integrating a specific set of features associated with the brand name, which distinguishes the product or service in the market (Dibb et al., 1997; Cooker, 1996).

In turn, branding is the set of techniques developed by brands to create deep meanings associated with them (Kotler et al. 1999, p. 572). In other words, branding involves creating and maintaining a set of characteristics and values, both tangible and intangible, of products and services that are coherent, appropriate, distinctive, protectable, attractive, and relevant to consumers. These characteristics have the function of distinguishing the brand from other brands in a meaningful way. (Murphy, 1992).

As previously mentioned, a brand must convey a specific set of characteristics, benefits, and services to buyers. However, to be considered memorable, it must have at least 4 characteristics (Kotler et al. 1999, p. 571-572):

Attributes: specific attributes that automatically come to the consumer's mind when hearing the name of that brand and that differentiate the brand from any other that offers the same product or service. For example, “the most desirable engagement ring” is automatically associated with Tiffany & Co.

Benefits: Consumers do not buy the product or service just because of the attribute they have been entrusted with. The customer wants and buys benefits. Having said that, it is necessary to transform the attributes into functional and emotional benefits, which in fact demonstrate to the customer the true value of having this specific and certain product or service. As an example, to have “the most desirable engagement ring” is necessary to pay a lot, but the customer has exclusive benefits: a unique diamond cut (exclusive to Tiffany), the diamond craft journey, and a lifetime warranty.

Values: not only the products and services must have their specific value, but it is also necessary that the brand has its values and more, it is essential that it knows the values of its buyers and works with them. People who shop at Tiffany value elegance, exclusivity, and status, so they propose to customers that at Tiffany they will find “ultimate symbols of love and commitment for your unique relationship.”

Personality: A unique personality that stands out from the rest. It is essential that the brand build its self-image based on the image of the customers it wants to reach. It is possible to describe Tiffany & Co. as a “Manhattan resident who is engaged to a millionaire who works on Wall Street.”. No other brand achieves such an association. Apart from all its visual identity, such as the striking Tiffany-colored box reaffirming that the brand has such a strong personality that it now has its own color.

In short, a brand that really wants success and space in the consumer's mind, especially regarding new brands, needs to create a value proposition that is relevant, convincing, credible, and attractive, propagating its attributes, benefits, values, and personality (Aaker & Joachimsthaler, 2000). And, having the indicated characteristics, the brand starts to exercise its valuable functions, reaching its customers, its products, and the financial level, respectively, (i) being the leveling of choice, promise, quality, and trust; (ii) the direct bridge between the

complete customer experience with the product and the direction and effectiveness of marketing; and (iii) as an engine of more or fewer gains for the business. Since the accumulated value of these functions and benefits becomes the brand equity (Keller & Lehmann, 2006).

2.1.1. Personal branding

A personal brand is *“a clear, strong, and convincing public image”* (Montoya, 2002). It is a brand built on the reflection of an authentic and free individual (Montoya, 2002). Furthermore, personal branding is defined as *“the process of developing, harnessing and classifying personal information and providing a comprehensive narrative for others to easily understand one’s identity – often using social media”* (Jacobson, 2020); a self-marketing. Or, according to Khedher (2014), a process that involves creating a distinctive personal identity, establishing meaningful connections between a brand and its specific audience, assessing its influence on one's image and authenticity, and utilizing it as a means of achieving personal and professional objectives.

Absolutely each and every human being has their own personal brand, whether it is molded or not. Which inevitably allows people to perceive everyone in a certain way. However, by being aware of such a situation, it is possible to determine what the individual will think, feel, and perceive when seeing each subject (Montoya, 2002). This means that each person can have a strong and stable personal brand considering their goals and using appropriate strategies (Shafiee et al., 2020).

Such a tactic that was used only by celebrities and big names (Rein et. al., 2006) became the tool that allowed thousands of “ordinary” people to change their lives. People stopped to be employees of one brand and started to be the brand (Peters, 1997).

Moreover, using social media to create a personal brand allows people to be free to choose different ways to explore parts of themselves that are difficult to communicate in personal interactions (Labrecque et al., 2010), and have a close and direct communication with the audience (Hübner et al., 2018). Also, it is possible to highlight positive qualities and minimize negative ones, as well as the product brand, to speak more accurately with the chosen target audience (Kaputa, 2005; Shepherd, 2005).

Some argue that the process of personal branding closely resembles that of product branding, starting with the establishment of a brand identity and continuing with active market

communication through brand positioning (Kaputa, 2005). Another commonality is that personal branding offers individuals the chance to create emotional connections with the brand and with others, just as branded products can differentiate themselves from merchandise through the emotional response they elicit in customers (Arruda and Dixson, 2007, as cited in Rangarajan et al., 2017).

Nevertheless, it is worth noting that personal branding presents distinct challenges, largely due to the intricacies that come with the online environment (Labrecque et al., 2010). Besides the online environment, some points can be raised as a comparison: (i) while company brands are typically created as needed, personal brands develop and evolve over time as individuals grow and change; (ii) personal branding can be more specific and targeted; and (iii) as an individual move up the career ladder, their personal brand may also evolve and adapt to reflect their new position and goals. In contrast, product brands must communicate to a broader range of stakeholders, including shareholders, employees, and potential employees (Rangarajan et al., 2017).

For personal branding, it is important to create and maintain profiles on social media, blogs, and other tools that encourage people to access information about that specific person and, consequently, consume what they, as a person and brand, have to offer or promote. Thereby, branding is used to manage the impressions and reputation of the brand, according to its objectives (Labrecque et al., 2010). However, it is worth noting that inappropriate communications and interactions worsen the condition and disrupt this process (Shafiee et al., 2020).

Rangarajan et al. (2017) conducted a study that revealed a disparity between American and European respondents' perceptions of personal branding through social media. Although the researchers had initially viewed social media as an essential aspect of personal branding, Americans believed that face-to-face communication was more critical than online communication. Conversely, European respondents placed greater value on social media and believed that an individual's brand could not exist without an online presence.

Also, specifically for personal brands, it is emphasized that having talents and capabilities is essential to stand out in the market, but it is not always enough to achieve successful personal branding. People with exceptional skills often end up failing to differentiate themselves from the competition due to the lack of a clear branding strategy (Shafiee et al., 2020). That is,

successful branding requires a well-defined strategy, which allows for an adequate and harmonious performance of the brand with the market and the target audience, a strategy that must be based on differentiation and self-competitive advantage (Shafiee et al., 2020).

To summarize, the personal brand can be seen as a tool to attract attention and gain a competitive edge in an oversaturated market (Davenport and Beck, 2001, as cited in Shepherd, 2005). This poses a significant challenge for those seeking to make themselves heard. However, there is currently a lack of empirical evidence to support the notion that personal branding is the optimal solution to the visibility problem in a business context (Shepherd, 2005).

2.2. Branding strategy

2.2.1. Internal

2.2.1.1. Vision, mission, values, and purpose

According to Mirvis et al. (2010), the vision is essential to the success of a brand as it articulates the desired future of the company, including providing strategic direction and presenting a map that shows how the company should move from its current reality to the desired future. Therefore, the vision can also be a motivational driver. However, a vision cannot be just an abstract statement; it needs to be tangible and emotionally energizing.

While the vision focuses on the desired future of the company, the mission is related to the purpose of the company. The mission defines what the company does, for whom, and how (Mirvis et al., 2010).

Companies that achieve lasting success maintain core values and a core purpose that remain steadfast, even as their business strategies and practices evolve to adapt to a changing world. Since it's not feasible to force new core values or purposes onto individuals, corporate brands should ensure that their business values align closely with the personal values of their employees. This way, the employees' values can serve as the driving force behind their personal commitment to executing the company's mission (Collins & Porras, 1996). This dynamic doesn't typically apply to personal brands, as the brand's values align without fail with the individual's fundamental values and purposes.

Having a well-defined vision is essential for guiding a brand towards the future. Such a vision comprises two key components: the core ideology and the envisioned future. The core ideology represents the brand's essence, encompassing its values and purpose, and defining its reason for existing. This ideology remains immutable and complements the envisioned future, which is the desired state where the brand aims to be in the future, but will require significant changes to achieve (Collins & Porras, 1996). Visionary companies can maintain the core of their central ideology while simultaneously fostering progress towards their envisioned future. Ultimately, it is the vision that provides both context and direction for the brand, ensuring that it stays aligned with its central values and purpose (Collins & Porras, 1996).

In order for the core ideology to be effective, it must be authentic and meaningful, capable of guiding and inspiring individuals within the organization. The core ideology should not be used to differentiate the brand from others, but rather to inspire long-term commitment from its employees (Collins & Porras, 1996). However, the latter part once again does not apply to personal brands, as the core ideology will inspire and give strength to the individual - the brand itself - to progress and continue striving for ongoing success, not the employees.

Together, the vision, mission, and values of a company can guide a business and provide meaning for its employees. Additionally, a future-focused perspective and lasting values contribute to corporate longevity (Mirvis et al., 2010). De Geus (1997) states that clarity of purpose, the ability to adapt to change, and a cohesive sense of identity characterize successful companies. Therefore, it is crucial for companies to invest time and resources to develop a clear vision, a strong mission, and solid values to ensure a prosperous future.

When it comes to purpose, it is most impactful when it aligns with people's idealistic motivations to carry out the company's work (Collins & Porras, 1996). It goes beyond describing the organization's products or target market; it embodies the essence of the organization. Purpose should not be mistaken for specific objectives or business tactics. The fact that purpose can never be fully achieved implies that a brand must always strive for change and progress (Collins & Porras, 1996).

2.2.1.2. SWOT

Several tools can be used to analyze competitors and SWOT is one of them, as it is possible to use it to analyze different points such as sales, marketing, products, services, and others (White, 2022).

A SWOT analysis consists of an analysis of the external and internal environment, it is the overall evaluation of a business that is composed of strengths, weaknesses, opportunities, and threats (Kotler, 2002), with the objective of formulating adequate strategies for the business, resulting in a solid company with competitive advantages (Gürel & Tat, 2017).

The external analysis conducts the investigation of the threats and opportunities that the market offers, that is, it is possible to identify and map the competitive environment and then outline the company's differentials and prepare it for obstacles, the worst scenarios, and all the undesirable situations that may hinder the development of the business.

The internal analysis helps to identify the strengths and weaknesses of the company itself, thus mapping the competitive advantages and disadvantages in relation to competitors (Bonnici & Galea, 2015). Within the internal analysis, it is necessary to highlight the strengths and weaknesses of each area of the company, that is, it is necessary to examine the financial, managerial, infrastructural, suppliers, manufacturing, distribution channels, marketing, brand equity, and innovation resources areas (Bonnici & Galea, 2015).

Finally, it is important to mention that the SWOT should be used as a tool for a greater objective - to outline strategies and align the company – being useless if it is only used as an ornamental framework (Namugenyi et al., 2019).

2.2.2. Positioning

2.2.2.1. Market analysis

Every company needs to be born out of a need and for this lack to be discovered it takes a lot of research and understanding of the market. It is not enough to have an excellent product or service if there is no demand for it. The product or service needs to be desired and required.

In other words, the success of the company is based on market analysis, and the market analysis is based on data (Barrett, 1996).

Understanding the market is one of the most important steps for starting a business. The company's success will depend not only on the quality of the product and service but much more on how it fits into the market and how it appears to consumers (Pearson, 2021). It is by considering the market that it will be possible to find out what is the differential that the brand needs to present to overcome the competitors (Coursera, 2022). It is necessary to do a good market segmentation to find the target audience and thus position the product/service, as it is impossible to communicate with everyone in the same way. The more specific and targeted these three steps – segmentation, targeting, and positioning, the easier it will be to create good sales and marketing strategies, consequently increasing sales and subsequently customer loyalty (Pearson, 2021).

2.2.2.2. Market segmentation (STP)

Segmentation

According to Kotler and Armstrong (1999, p. 379), market segmentation can be defined as *“dividing a market into distinct groups of buyers who have distinct needs, characteristics, or behavior and who might require separate products or marketing mixes.”*

Segmentation is essential for the brand to better understand what consumers really want and need, creating a much more assertive, attractive, and effective product/service and communication (Gunter & Furnham, 1992). Therefore, the main objective of segmentation is to allow the business not only to meet the needs and desires of customers but also to exceed all expectations (Camilleri, 2018), always focusing on over-delivery, which should later facilitate customer retention, loyalty, and advocacy.

Despite having the same objective – to find the specific characteristics and needs of that particular group of consumers – segmentation can be done using different categories, such as: demographic, geographic, psychographic, and behavioral.

In general terms, demographic segmentation uses gender, age, education, income, race, religion, family size, occupation, and nationality as criteria for separating consumers (Armstrong & Kotler, 2005, p. 198). However, nothing prevents the segmentation from being carried out

using other criteria according to the specificity of the product or service, for example, using the generation or life cycle.

Unlike demographic criteria where categories are based on potential consumers, demographic targeting is based on location. In this case, it is possible not only to segment by country, states, cities, and neighborhoods but also by regions – climate, population density, and others.

Such segmentation is important because although there are some products and services that can be distributed and provided to everyone in the same way, most products and services need to be customized according to geographic variables, including advertisements, promotions, distribution channels, strategies sales and others (Armstrong & Kotler, 2005, p. 198).

Psychographic segmentation is the methodology used to divide possible consumers into groups that have the same personality traits, values, lifestyle, social status, interests, opinions, attitudes, and activities (Survey Monkey, n.d.), that is, based on characteristics that influence habits and modes of consumption.

By better understanding such characteristics of that group of potential consumers, the chance to create a product and service that directly meets the needs and expectations of the consumer is even greater. That is, such characteristics end up being a guide for positioning the product/service and often even the brand.

Finally, behavior segmentation divides the market into small groups based on their behavior patterns in relation to a given product and service. The four main types of behavioral segmentation are purchase behavior (usage frequency), occasion and timing, benefits sought, and customer loyalty (brand loyalty) (Yieldify, 2020; Zeotap, 2022). Following the characteristics (Yieldify, 2020; Zeotap, 2022):

- Usage and purchase segmentation: dividing customers based on their usage patterns, such as frequency or amount of use. It is subdivided into 4 categories: complex (when the customer considers a lot of different factors), habitual (daily and regular purchases), dissonance-reducing (one important factor that separates two similar products), and variety-seeking (try a new product and check how it stacks up)
- Occasion and timing: dividing customers based on their readiness to purchase a product or service. It is subdivided into 3 different groups: promotional buyers

(making decisions based on the offers and discounts), seasonal (buy products based on the season), and occasion-based (make a purchase decision based on an event or occasion)

- Benefit sought: grouping customers based on the specific benefits they seek from a product or service
- Customer loyalty: grouping customers based on their level of loyalty or commitment to a brand or product. They are a very important customer to the business because they are cheaper to retain, have the highest lifetime value, and often buy the products and services.

It is always important to remember that segmentation can be done in different ways, but the objective is to be effective for the business in question (Camilleri. 2018). Therefore, an effective segmentation must have the following characteristics (Kotler et al., 1999, p. 409): (i) measurability: the size and characteristics of the segments should be measurable - size, purchasing, and profits; (ii) accessibility: the segments should be accessible to the company through its communication and distribution channels – reached and served; (iii) sustainability: the segments should be large enough to be profitable; (iv) actionability: the segments should be actionable, meaning that the company should be able to design and implement effective and attractive marketing strategies for each segment.

Targeting

After market segmentation, it is necessary to identify and decide which will be the target group/segment of that product or service, because only then will it be possible to choose more appropriately which type of marketing strategy will be used to reach them: undifferentiated marketing (mass marketing), differentiated marketing (single segment) or concentrated marketing (multi-segment) (Dibb & Simkin, 1996).

Undifferentiated marketing or mass marketing: does not use any segmentation to offer the product or service on the market, on the contrary. The strategy aims to promote a product or service that reaches the widest group of possible buyers. It is used for every day and common-use products. Like, for example, Coca-Cola. With large resources to invest in marketing, it appeals to various market segments (Valdez, 2019).

Differentiated marketing or single segment: the strategy is to offer the best and most special offer to a single segment or a few segments, which despite greatly reducing the target audience in numbers, ends up positioning the product in a way that generates high sales, with greater repeatability and generating more customer satisfaction. This is what, for example, luxury brands do (ValensPoint, 2015).

Concentrated marketing or multi-segment: in this case, the strategy is to send a single message to a specific and restricted demographic group, with the intention of building a regular and loyal customer base. It is usually the best option for startups or businesses that still cannot apply differentiated marketing (Hofacker, 2022).

Positioning

Positioning is a fundamental concept for a brand. According to Trout and Ries (2001), positioning is an essential structure that allows companies to outline their brand strategies and establish lasting relationships with their customers. More, it's what the brand does and the place it occupies in the audience's mind.

Brand positioning refers to how it is perceived in relation to other competing brands in the market. It is a substantial factor that determines how the brand will be remembered by consumers and how it will differentiate itself from others in the market (Lin, 2010).

Therefore, an effective positioning can create powerful brands that stand out in the market and become leaders in their segment. On the other hand, a badly executed positioning can result in a catastrophe (Trout & Ries, 2001).

The research carried out by Shafiee et al. (2020) analyzed about 32 factors that affect the positioning of a personal brand and validated them with the positioning of other experts. The 32 factors were distributed in 5 dimensions: strategy, capacity, differentiation, audience, and performance. After 7 stages of meta-synthesis analysis, the dimensions of strategy and differentiation were highlighted, demonstrating that to have an effective positioning, the personal brand must have, as a priority, *“a predefined goal and strategy in this path, precisely define and explain their competitiveness advantage thorough proper self-recognition and paying attention to demands of the target audience.”* (Shafiee et al., 2020).

Regarding product positioning, according to Wind (1980), “*a product’s positioning is the place a product occupies in a given market, as perceived by the relevant group of customers; that group of customers is known as the target segment of the market.*”.

The positioning of a product or service needs to be very well thought out, delimited and specific, as it is by knowing the place of occupation that marketing and sales strategies will be established (Dibb & Simkin, 1991).

To build an effective and efficient positioning – for a product or service – four characteristics are needed (Dibb & Simkin, 1991): 1. Benefits: it must offer the benefits desired by potential consumers; 2. Differentiation: it must differentiate itself from other competitors in the market, demonstrating its value and uniqueness; 3. Credibility: all the benefits and differentiations offered must be fulfilled in the smallest details. And more, whenever possible to deliver beyond what is offered – *overdelivery*; and 4. Defensible and not predictable: positioning strategies must be unique to the point of not being predictable in the eyes of competitors and if they are “attacked” they need to be solid enough to defend their place.

2.2.2.3. Competitive analysis

Knowing competitors is perhaps one of the most important steps before building a business. Competitive analysis is the process of researching the biggest competitors of that market, so that it is possible to identify and learn about the brands themselves (strengths and weaknesses), the products and/or services, and about the marketing strategies and sales (White, 2022; Lyons, 2022b). Based on the data resulting from this analysis, it will be possible to build a more successful business, create more effective strategies, and make better decisions for the company (Lyonsb, 2022).

The fact is that it is possible to analyze competitors in different ways and address different topics, but for a good competitive analysis it is necessary, at least, to follow the following steps (Porter, 1997): (i) identify the business sector and the competitive scenario, analyzing the current strategies (implicit or explicit) and defining the structure and position that these businesses assume. Then analyze the structure of the company that has been created and compare it with competitors; (ii) find and identify different types of competitors and create a

profile for each of them – identifying their products/services, prices, place, and promotions; and, (iii) understand the public and evaluate the strategies that are being used, comparing them with the strategies that will be implemented in the business and identifying viable alternatives.

A good competitive analysis has the main objective of helping the entrepreneur to understand how his competitors work and, through the results, identify potential opportunities to fit in and differentiate himself in the market (White, 2022). However, much more benefits can come from a well-conducted analysis, such as identifying the product's unique value proposition and the differentiation it brings to competitors, identifying what competitors are doing right and where they are failing, the identification what consumers are missing – enabling the inclusion of such points in the products and services that will be offered, and providing the parameters for measuring growth and success – benchmark (White, 2022).

It is worth remembering that competitive analysis can and should analyze competitors and their strategies focused on specific areas. For example, it is possible to carry out competitive market research, focused on finding market metrics so that it is possible to compare the difference between the products and services offered by the company and those of competitors, or competitive analysis in marketing, focused on identifying gaps in the market and develop new products and services, and identify market trends and thus develops more effective sales strategies (White, 2022).

It is true that nowadays most of the analysis of competitors is done by intelligent tools, completely automated and ready to offer dozens of graphs, statics, numbers, and information (Patel, 2023). However, there are more than 20 traditional techniques that can be used for such an analysis (Prescott & Grant, 1988). For the development of this thesis, one tool/technique stands out: 5 Forces.

The five forces

It is often that companies tend to understand and deal with competition in a very narrow way, just looking at their direct and current competitors (Porter, 2008). Yet, according to Porter (2008), *“competition for profits goes beyond established industry rivals to include four other competitive forces as well: customers, suppliers, potential entrants, and substitute products”*.

Thereby, a company that is aware of the 5 forces tends to understand more about its sector – strategy, attractiveness, trends, and competition – and, therefore, is able to establish a more profitable position, with greater success and less vulnerability (Porter, 2008).

The Five Forces That Shape Industry Competition

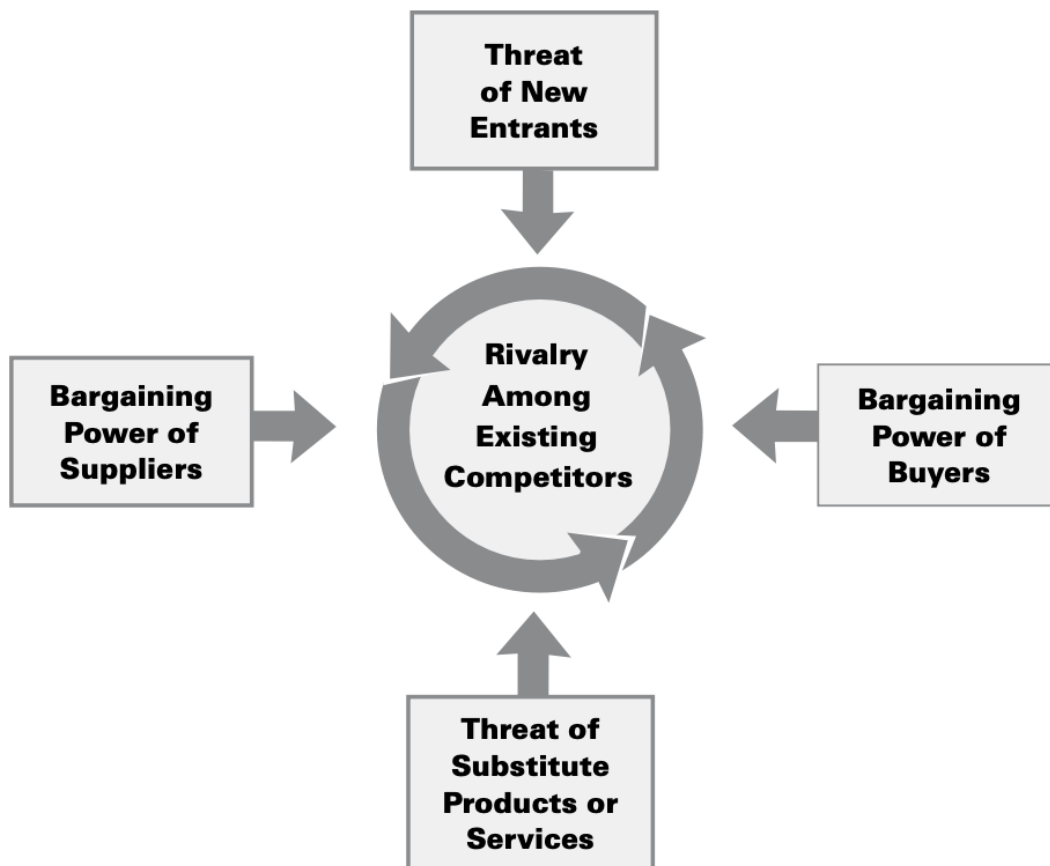


Figure 1 – *The Five Forces That Shape Industry Competition*

According to Porter (2008) the five forces are:

1. **Bargaining Power of Buyers** refers to the ability of buyers to influence the prices and conditions of purchase of a product or service. This can be determined by many factors such as the size of the market, the number of buyers, the importance of the buyers to the supplier, and the ability of the buyers to substitute the product or service. The stronger the

bargaining power of buyers, the lower the potential profit for the supplier and the greater the pressure to reduce prices or increase the quality and/or quantity of what is offered for the same price.

2. **Bargaining Power of Suppliers** refers to the ability of suppliers to influence prices and negotiation conditions with buyers, being able to ask for higher prices or demand certain demands, such as, for example, long waits. This can occur when suppliers have few substitutes, supply critical materials, or are large relative to buyers. A company must consider the bargaining power of suppliers when structuring its supply chain and negotiating contracts with suppliers.

3. **Threat of New Entrants** refers are companies or individuals that enter an established market and compete with existing companies. The entry of new competitors can increase competition and negatively affect the profitability of existing companies, as it can force existing companies to keep prices low or to spend even more to retain each customer. Porter's theory suggests that companies must prepare for the threat of new entries, through strategies such as product differentiation and barriers to entry.

4. **Threat of Substitute Products or Services** refers to the possibility of alternative products or services being used in place of the products or services offered by the company. This can be caused by technological changes, changes in consumer tastes and preferences, or the entry of new competitors into the market. The threat of substitution can negatively affect the profitability of companies, as it can lead to a drop in demand for their products or services, and, as a result, to a drop in prices and profits. The service substitution threat is similar to the product substitution threat; however, it applies to services. This means that customers can opt for services from other companies or even choose not to use that service anymore. To deal with the threat of substitution, companies can focus on differentiating their products or services by making them unique or better than substitute products or services, or they can look to lower production costs to compete with lower prices.

5. **Rivalry Among Existing Competitors** refers to the competition between companies that are already established in the market. This can include competition for market share, customers, resources, and other factors that impact a company's ability to succeed. The intensity of rivalry can vary depending on the market, with some markets characterized by intense competition and others characterized by relatively low levels of competition. According

to Porter's Five Forces model, the intensity of rivalry among existing competitors is one of the key factors that determines the overall competitiveness of a market. High levels of rivalry can lead to price wars, increased marketing and advertising expenses, and other forms of competition that can negatively impact a company's profitability. However, low levels of rivalry may indicate that a market is not attractive for investment or growth. To deal with the Rivalry Among Existing Competitors, companies may use strategies like differentiating their products or services, offering lower prices, or improving their distribution or production capabilities. Additionally, they may use mergers and acquisitions to increase their market share and reduce the number of competitors.

Finally, it is necessary to remember that regardless of the sector, the structure of the industry tends to change, as there is no staticity in this environment. In short, buyers and suppliers tend to become powerful, innovations and new technologies emerge and open the doors to new entries and substitutions, laws and regulations can affect – bringing advantages or disadvantages – entry barriers and the intensity of rivalries and, therefore, according to the appearance and choice of new competitors, price, positioning, distribution, and others can be affected (Harvard, n.d.). And it is precisely to advance, explore, know how to deal with, and take advantage of these changes that understanding the five forces is essential (Harvard, n.d.).

2.2.2.4. Unique Offering

To become more competitive, companies must develop distinct characteristics that differentiate them from their competitors. By creating a brand that focuses on these characteristics, it is possible to communicate to consumers what they can expect. This is crucial, as similarities between products and services offered increase, customers become more interested in knowing who is behind the brand (Simões & Dibb, 2001). In the case of personal brands, the biggest differentiator is the person behind the brand, as they are the brand itself and there is no one else in the world like them.

Being a commoditized personal brand or corporate brand is no longer an option (Arruda & Dixon, 2007, as cited in Rangarajan et al., 2017). In today's world, a brand needs distinction to be able to beat the competition (Arruda & Dixon, 2007, as cited in Rangarajan et al., 2017).

Only then will the brand truly occupy a unique space and position in the minds of its customers and potential stakeholders (Fombrun and Van Riel, 2004, pp. 153-156). The coveted differentiation can come through three key points: (i) strategic alignment between vision and brand building, (ii) by using emotionally appealing resources, and (iii) through surprising messages that attract attention (Fombrun and Van Riel, 2004, pp. 153-156). Moreover, it is the main characteristics of the brand that will shape it and highlight its differentials (Simões & Dibb, 2001)

However, with so many brands competing in the same space, especially thanks to the online environment, the distinction must come in other ways such as authenticity. Authentic companies are seen as truly real, genuine, accurate, trustworthy, and worthy of trust (Van Den Bosch et al., 2005).

And what could be more unique and authentic than a personal brand? Singularity is an essential characteristic of a brand (Simões & Dibb, 2001). Therefore, every corporate brand needs to have its own personality, singularity, and individuality (Gray and Balmer, 1998). That is, it needs to have its objectives and values, present a sense of individuality, and differentiate itself from competitors (Riel and Balmer, 1997, p. 355). In turn, the personal brand already has this advantage, as all these characteristics are intrinsic to the individual and, consequently, also to the brand, requiring only that they highlight what is most positive (Shepherd, 2005).

2.2.2.5. Marketing Mix

The Marketing Mix, also known as the 7Ps of Marketing, is one of the most familiar and powerful marketing strategy tools (Jain, 2013) because they are a set of controllable tactical marketing tools that can influence everything around that product (Kotler et al., 1999, p. 109)

Despite its variables and different approaches, the Marketing Mix with 4Ps – Product, Price, Promotion, and Place – was introduced in 1964 by E. Jerome McCarthy (Bennett, 1997). With the evolution of the market and mainly to meet the needs of the service provider's customers more 3Ps were added – people, physical facilities, and processes (Cowell, 1984).

Product is the goods and services that the company can offer to the target market, focusing on their needs and desires (Kotler et al., 1999, p. 110). It is important to highlight that

“product” also includes everything that the company can do to influence the demand for goods and services and improve it (Ivy, 2008).

Price is *“the amount of money charged for a product or service, or the sum of the values that consumers exchange for the benefits of having or using the product or service”* (Kotler et al., 1999, p. 110). In other words, is the amount that the consumer is going to pay or contribute to have access to the product or service.

Promotion includes much more than just advertising the products and services - communicating and persuading - also includes promotions, personal selling, and publicity (Kotler et al. 1999, p. 110). As an extremely important part of a strategy, promotion can be responsible for increasing sales, accelerate purchases, and switch consumers’ choices from other brands (Bell et al., 1999) – changing the game for the brand.

Place can be defined as all the ways and routes that the brand finds to make its product and service available to the target audience (Kotler et al. 1999, p. 110). On the other hand, nowadays, it is also one of the most important sources of data for personalized marketing, making it possible for consumers to be reached in a timelier manner and with greater accuracy in relation to their needs. (Fan et al., 2015).

People include everyone who somehow contributed and was involved in the development of the product or service and in its supply. It is these people who ended up influencing consumers' perception of what is being offered (Grădinaru et al., 2016). The people behind the brand bring the humanization that today's audience is looking for, resulting in greater connection, greater proximity, trust, and closer ties that facilitate conversion and increase loyalty. (Pretti, 2022).

Physical facilities are all the tangible components that surround a product or a service (Ivy, 2008). Tangible factors are often the key factor for the consumer to see the value and create confidence in that product or service and make the purchase decision (Grădinaru et al., 2016). By, shaping all these components strategically it is possible to increase much more the perception of value and customer experience (Grădinaru et al., 2016) – which is precisely the objective. Moreover, it is the evidence surrounding the products and services that will give clues to the quality and standard of what is being offered, creating accurate communication with the target audience, or deviating from it (Yelkur, 2000). In the end, it is important that all tangible

elements are thought about and intentionally highlighted so that all entries in the consumer's mind are controlled and achieved, and for that, it is necessary for marketing professionals to put themselves in the consumer's shoes: how does he act, how he thinks, how and why (Shostack, 1977).

Processes encompass all the “*procedures, mechanisms and activity flows*” (Rafiq and Ahmed, 1995) of a business. The objective of the entire company is to deliver a smooth, efficient, and friendly journey to its customers, transforming the entire process – from the awareness of the existence of the brand to the purchase and possible loyalty – in the best experience that the consumer can have (Barrington, 2020). It is worth mentioning that currently, the process is one of the factors that most influence the adherence to a product or service, but it can also be considered one of the most difficult variables to control and standardize (Grădinaru et al., 2016; Yelkur, 2000). However, three tools can facilitate this issue, they are: (i) use and incorporation of technology to eliminate or reduce human errors, (ii) update and improve the team's skills, and (iii) involve customers and make them part of the development and process implementation (Grădinaru et al., 2016).

2.3. Branding expression

A company's strong identity is a critical component of its success (Gray & Balmer, 1998). It is essential to communicate a consistent internal and external image to stakeholders, including employees, customers, and investors. By establishing a clear identity, companies can build trust and loyalty among stakeholders, which is essential for sustainable growth (Gray & Balmer, 1998). Additionally, a strong identity can help differentiate a company from competitors and create a distinct brand image. Anson (2000) emphasizes that a company's identity can be turned into a valuable asset that can enhance its reputation and drive business success. Therefore, developing a strong identity that accurately represents a company's values, mission, and goals is essential for building a strong foundation for long-term success (De Geus, 1997).

2.3.1. Character

With regard to the character, three points will be raised: transparency, personality, and tone of voice.

The importance of transparency cannot be underestimated in today's business world. Organizations that are transparent in their operations and disclosures are more likely to earn stakeholder trust and reliance, reducing uncertainty (Fombrun e Van Riel, 2004, pp. 187 and 197-207). The main domains of transparency include products and services, vision and leadership, financial performance, social responsibility, and workplace environment (Fombrun e Van Riel, 2004, pp. 197-207).

One of the reasons why transparency is so critical is that it impacts brand perceptions and, ultimately, consumer buying decisions. As noted by Doyle (1994, as cited in Simões and Dibb, 2001), brand perceptions can significantly influence consumers' buying behaviour.

Brand personality can be defined as *"the set of human characteristics associated with a brand"* (Aarker, 1997). In personal brands, the characteristics of the founder, that is, the person who branded it, will be the same characteristics of the brand itself. But with a decisive advantage, the possibility of highlighting the best that the founder has and the possibility of minimizing what is not interesting to share with the audience (Pretti, 2022).

Personality is one of the main ways for a brand to differentiate itself from its competitors (Plummer, 2000). Brand personality can increase or decrease trust levels, evoke or not affect with the brand, and, consequently, increase or not the longevity of the consumer's relationship with the brand and the level of loyalty to it (Sung & King, 2010; Aarker, 1997). Regarding personal brands, the personality of the brand will never be the same as any other, as there is no human being identical to the other.

A brand's tone of voice, specific language style, is developed precisely to transmit the brand's personality to the audience (Delin, 2007; Meyer, 2016). The tone of voice aims to ensure that the values, personality, and essence of the brand are predominant and clear in all points of contact between the audience and the brand, bringing out the differentials and uniqueness of the brand in relation to competitors (Delin, 2007). In the case of personal brands, the tone of voice aims to communicate a personality that is even more real, accessible, and close to the audience.

Even the human tone of voice of a personal brand should be able to convey more emotions than the tone of voice of a corporate brand (Hübner et al., 2018).

It is worth mentioning that the tone of voice of a brand is not only represented by its writing or speech, but by everything that involves the style of communication, such as, for example, the musicality of the spoken language and the graphic elements (Hübner et al., 2018).

Although there is not much evidence that a more humane and informal style is the ideal way of communicating, brands are increasingly using this style in their communications, especially in social media (Beukeboom et al., 2015). It is even what has also supported the professional press (Lund & Sutton, 2014).

On social media, the brand's tone of voice can be decisive in initial encounters with an audience and can be decisive in shaping their attitudes and determining whether the relationship will progress, especially when dealing with new and unfamiliar brands. In situations like these, verbal and non-verbal cues, such as communication style, play a key role in reducing uncertainties and assessing brand reliability (Keeling et al., 2010).

Social networks need to be very well used and taken advantage of, since they are public environments in which communication between the brand and its customers is visible to everyone. Therefore, the tone of voice used can influence not only consumers directly involved in the communication, but also all other consumers exposed to the conversation, all of whom can form an opinion about the brand (Hübner et al., 2018).

For these reasons, it is essential for brands to have a consistent tone of voice, aligned with their values and personality, so that they can transmit a positive and reliable image to their target audience and to all those who may be exposed to the brand's communication. This will allow the brand to communicate clearly and consistently in all situations, establishing even an emotional bond with its customers.

2.3.2. Verbal expression

The naming process is an ancient practice of humanity, which consists of assigning names to things to identify and personalize them. This simple but fundamental practice has a significant impact on the business world, as the chosen name can directly influence the company's results (Patel, 2020).

A company's name is the starting point for all activities carried out by it, from its creation to its termination. And it is through the name that people refer to the brand, and it is from it that the brand presents itself (Patel, 2020).

Words, and consequently names, carry meanings, and the right choice can define the success or failure of a brand. Therefore, the selection of the name is considered the first step in branding actions (Patel, 2020).

A well-chosen name can attract the target audience, set the brand apart from the competition, convey the brand's values and objectives, and become an essential element of its identity. On the other hand, a poorly chosen name can alienate potential customers, create confusion, or convey negative ideas about the brand (Patel, 2020).

When choosing a name, whether for a corporate or personal brand, some care must be taken. Thus, the name needs to be available – for the website (URL), Instagram, Facebook, and all other channels the brand intends to use; it must be short and easy to memorize; the meaning of the words – or the name and surname – needs to be thought out; clichés and fads must be removed; and the sound and writing must be evaluated (Patel, 2020).

All these issues seem obvious when the brand is personal, but in a country like Brazil where extremely bizarre names have already been registered, such as Natal Carnaval (Christmas Carnaval), Remédio Amargo (Bitter Medicine) and Oceano Atlântico Linhares (Linhares Atlantic Ocean), it is important to emphasize these precautions (Rajab, 2023).

The characteristics to be considered for the creation of a corporate brand name must be applied to the personal brand, with its adaptations. Thus, as a rule, it needs to be easy, impactful, expressive, unique, memorable, pleasant, available, traceable, and versatile (Patel, 2020). That is, if necessary, the name of the founder can and should be adapted. Thus, compound names can be simplified (e.g., Maria Julia turns to Maju), common or difficult names can be replaced by nickname and surname (e.g., Rafaela Vidal turns to Rafa Vidal or Francileine Carneiro turns to Fran Carneiro), and so on.

Another element of the verbal expression of a brand is the tagline. Taglines are short, memorable phrases that represent a company's brand or values that remain consistent over a long period of time. Some benefits of an effective tagline are: (i) building a memorable brand;

(ii) showing the brand's personality, objectives, and tone of voice; (iii) increasing brand awareness; (iv) reflecting the brand's mission and values; and (v) promote brand growth, when engaging (Indeed Editorial Team, 2022).

2.3.3. Visual expression

Visual identity is one of the main communication tools for a brand. It is composed of various elements, such as a name, symbol and/or logo, typography, color, a slogan, and other additional graphic elements. The corporate logo or symbol has the potential to express the organizational characteristics of the brand (Van Riel & Van den Ban, 2001).

It is important to note that visual identity goes far beyond the logo, since additional visual elements also help to build the brand's image with the target audience. Design distinction requires considerable creativity and must correspond to the brand strategy (Van Den Bosch et al., 2005).

Visual expression is an important tangible asset of the brand (Van Den Bosch et al., 2005) and can be considered the first step in building a favorable reputation. Reputation is influenced by all elements of the identity mix, such as behavior, communication, and symbolism. A favorable reputation has an impact on brand performance (Van Riel and Balmer, 1997). In fact, brand reputation is receiving increasing attention as it powerfully influences the mindset of customers and the press (Van Den Bosch et al., 2005).

A differentiated design that is emotionally appealing and surprising can attract free publicity. Furthermore, visual identity helps to fix the brand strategy in memory, making it distinctive and occupying a high level in the consumer's mind. Reputation is receiving increasing attention due to its powerful influence on the mindset of customers and the press (Van Den Bosch et al., 2005).

The power and influence of visual identity are so great that they can identify a brand's weaknesses. A weak visual identity can be a symptom of a weak and vulnerable brand (Baker and Balmer, 1997). Therefore, the visual expression must be well managed, offering ample scope to differentiate the company from its competitors (Argenti and Druckenmiller, 2003).

A visual expression is a useful tool for integrating all types of businesses, applications, and communication statements. It supports the brand's reputation by establishing consistency

and coherence with all other elements that make it up. In summary, visual identity is a fundamental component for building a strong, recognizable, and memorable brand (Van Den Bosch et al., 2005).

With regard to personal brands, visual expressions such as a monogram, logo or color palette are not enough, it being necessary that the founder – and also the brand – must build an image that communicates in the same terms as the other visual expressions chosen, such as, for example, facial expressions and clothing. Despite the expression “don't judge a book by its cover”, appearance and beauty matter to your human (Mobius & Rosenblat, 2006; Zebrowitz & Montepare, 2008).

The first impressions humans form of a person are often based on their facial appearance. This happens because certain facial qualities are so useful in guiding adaptive behavior that even a small trace of these qualities can create an impression (Zebrowitz & Montepare, 2008).

The human being has a strong response to people based on their facial appearance, which can influence the initial judgment about personality and personal characteristics, even in decision-making situations in professional environments. Therefore, facial appearance is considered one of the main non-verbal communication tools and is important to understand social and professional relationships (Zebrowitz & Montepare, 2008).

The study carried out by Zebrowitz & Montepare (2008) demonstrated that (i) physically attractive workers are more confident, resulting in higher wages; (ii) physically attractive workers are considered more capable by employers; and (iv) physically attractive workers have oral skills (such as communication and social skills) that increase their wages when they interact with employers.

Understanding that customers of brands are like their employers, in personal brands, physical appearance, and facial expressions would imply the level of confidence to hire services or not and also the amount that customers would be willing to pay for the contracted service.

3. METHOD

3.1. Study Nature, Data Type, Method, and Research Strategy

The research methodology for this thesis is descriptive (quantitative) in nature, as the aim is to analyze and describe the online behavior of Brazilian consumers and their relationship with new brands. According to Saunders et. al (2012, p. 171-172), exploratory study is essential for understanding what is happening and for gaining insight into the topic being studied. On the other hand, the descriptive approach seeks to study and understand the situations and problems involving the topic of interest.

The information obtained was collected through secondary data and with the use of a quantitative method, through an online questionnaire, which had only one open question among all others.

The research strategy used was the survey – quantitative methodology, as mentioned before – since the purpose was to collect standardized data for possible comparison. Additionally, the survey strategy allows for quantitative data to be analyzed and enables the creation of possible reasons for certain relationships and their variables. Finally, it is a research strategy considered reliable not only by researchers but also by people in general (Saunders et. al, 2012, p. 176-178).

3.2. Sampling

The sampling technique used for the survey was non-probabilistic and voluntary by snowball effect (Saunders et al, 2012, p. 281-291). The first technique is characterized by the homogeneous selection of cases that allow better responses that will achieve the research objectives - in the present case, Brazilians who made online purchases in the last 6 months - in a small sample scope. The second is characterized by the initial selection of the group, in which the initial group disseminates the questionnaire to other respondents and so on (Saunders et al, 2012, p. 281-291). So, first, the questionnaire was posted on Aghata's profile on Instagram and sent to 20 potential people by WhatsApp. After it, those people spread the questionnaire.

The online questionnaire was created to analyze the online behavior of the Brazilian consumer and their relationship with new brands, as well as understand which brand characteristics influence the decision-making process of hiring services and buying products/info products. The central and final objective is constructing the anatomy of a strategic personal brand with all these key characteristics.

The online questionnaire was developed on the Google Forms platform, consisting of 25 questions distributed in 5 sections (Appendix 1). The first session aimed to explain the purpose of the questionnaire, clarify information about privacy and data analysis, and validate the other responses, and the participant (filter question) would have to have made an online purchase in the last 6 months to continue with the questionnaire if otherwise he was already directed to the thank you page. The second session focused on Brazilian online consumption, more specifically on online channels and purchase frequencies. The third session was focused on finding out how consumers behaved toward new brands. The fourth session aimed to understand the key and relevant characteristics when consumers hire personal brands and service providers. Finally, the fifth and last session only asked about demographic data, namely gender, age, nationality, and occupation. It was promoted through Instagram and WhatsApp, with the form available for completion from April 12, 2023, until April 25, 2023.

Through the questionnaire description, all participants were previously informed about the purpose of the questionnaire and the present thesis, the time required for completion, the confidentiality and anonymity of all collected data, and the statistical treatment of the data in question.

4. FINDINGS

4.1. Sample analysis

The online questionnaire was answered by 271 participants, 27 participants were excluded for not having made online purchases in the last 6 months, and 4 were excluded for not being Brazilian, resulting in a final sample of 240 individuals. Of the 240 respondents, 153 were female (63.75%), 86 were male (35.83%), and 1 preferred not to say (0.42%). Regarding the age group, the predominant one was individuals over 40 years old, representing 35% of the total. Those under 18 years old were only 0.42%, from 19 to 25 years old represented 15.83%, from 26 to 30 years old represented 31.25%, from 31 to 35 years old represented 10.83%, and from 36 to 40 years old represented 6.67%.

Regarding occupation, the majority of participants claimed to be private or public employees (54.6%), followed by entrepreneurs (21.25%), self-employed professionals (9.59%), students (8.75%), liberal professionals (2.5%), homemakers (1.67%), retirees (1.25%), and, finally, unemployed (0.42%).

4.2. Descriptive analysis

a. Online consumption

Regarding the frequency of consumption in general through online channels, 44.58% (107/240) of participants buy on average once a month, 27.5% (66/240) buy once a week, 18.33% (44/240) buy once every 3 months, 8.75% (21/240) buy rarely, and 0.84% (2/240) buy once every 6 months.

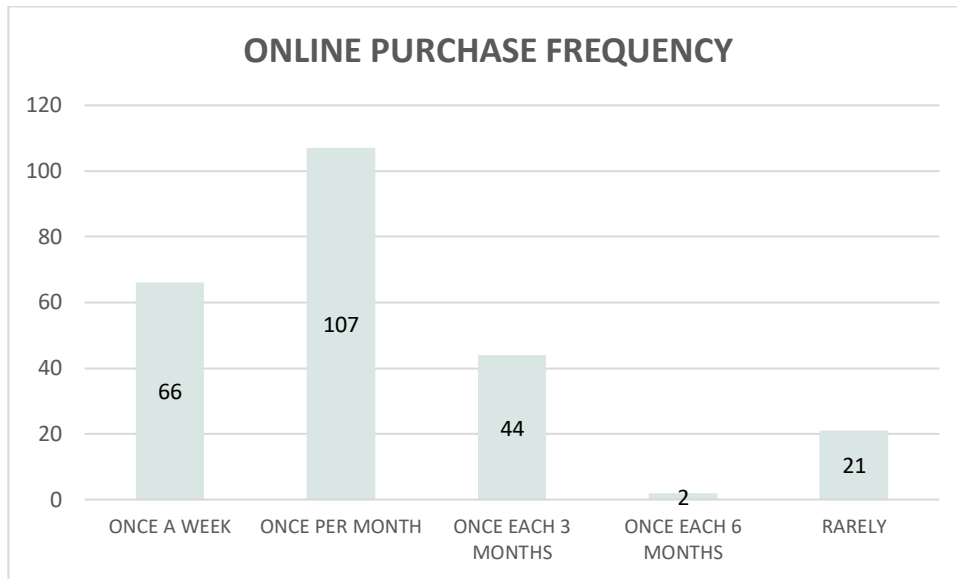


Figure 2 – Online purchase frequency

About the frequency of purchasing info-products such as e-books, courses, and mentorship, most participants - 95 out of 240 (39.58%) - said they rarely buy them, 48 (20%) said they buy them every 3 months, 42 (17.50%) every 6 months, 23 (9.59%) once a month, 17 (7.08%) never, and 15 (6.25%) said they buy info-products once a week.

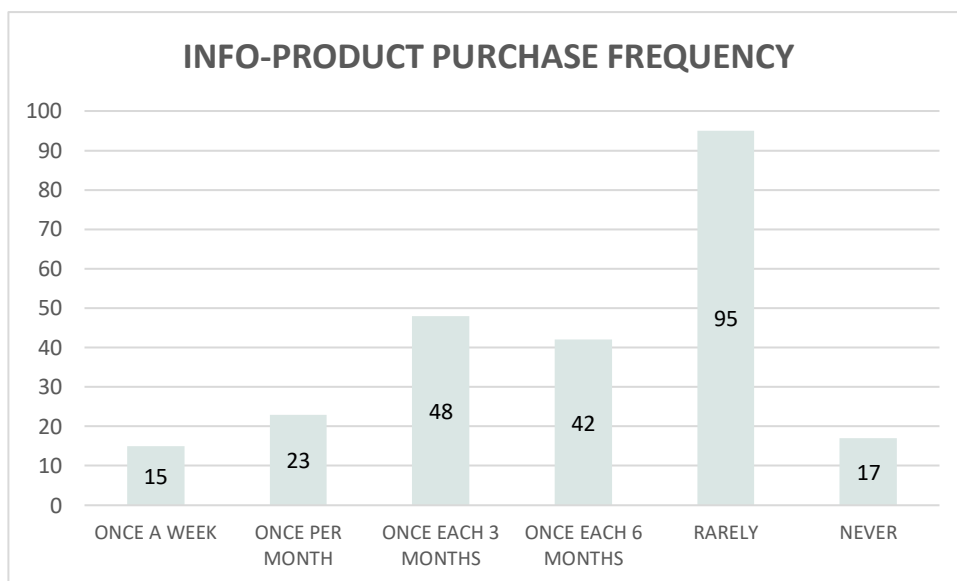


Figure 3 – Info-product purchase frequency

Regarding the frequency of hiring services through online channels, most participants, 101 out of 240 (42.08%), reported that they rarely use online channels to hire services, 88 (36.67%) said they hire frequently, 39 (16.25%) always, and 12 (5%) never.

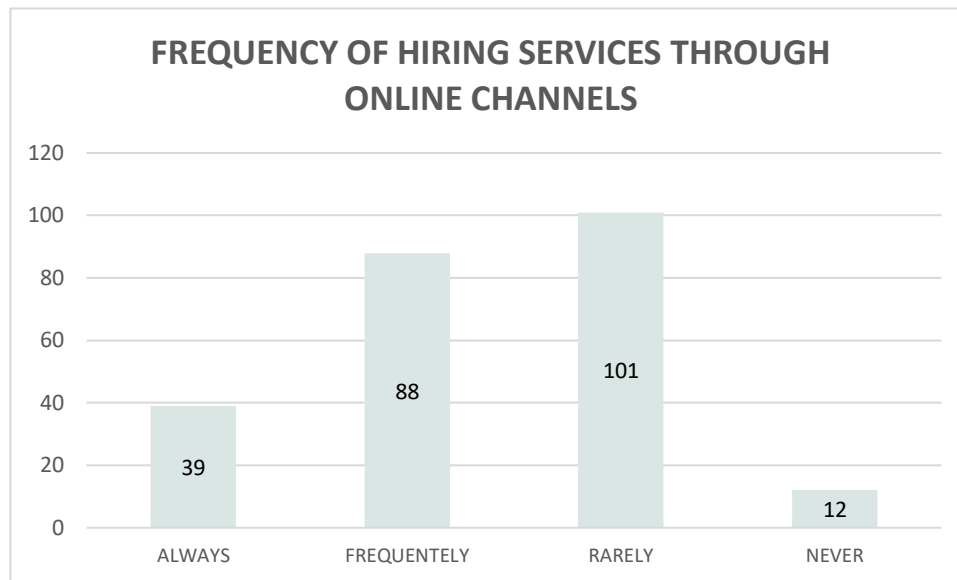


Figure 4 – *Frequency of hiring services through online channels*

This demonstrates that participants buy more physical products through online channels, followed by info-products and, finally, choose to hire services.

Regarding the most used channels to hire services, with the participant being able to choose more than one option, the use of Google stood out, with 96 out of 240 (40%) participants choosing Google and Instagram as online channels for hiring, and 71 (29.59%) participants choosing only Google as an option. Hiring only through Instagram was the choice of 17 participants, representing 7.08% of cases. The amount of 42 participants reported using Google and some other social network¹ different from Instagram or website, totaling 17.5% of the total, 6 (2.52%) participants claimed to hire only through specific sites, 5 (2.09%) reported using Instagram and some other social network, 2 (0.84%) did not use any type of online channel to hire services, and only 1 (0.42%) uses WhatsApp and a specific website.

¹ In the case of these thesis social networks also includes social medias.

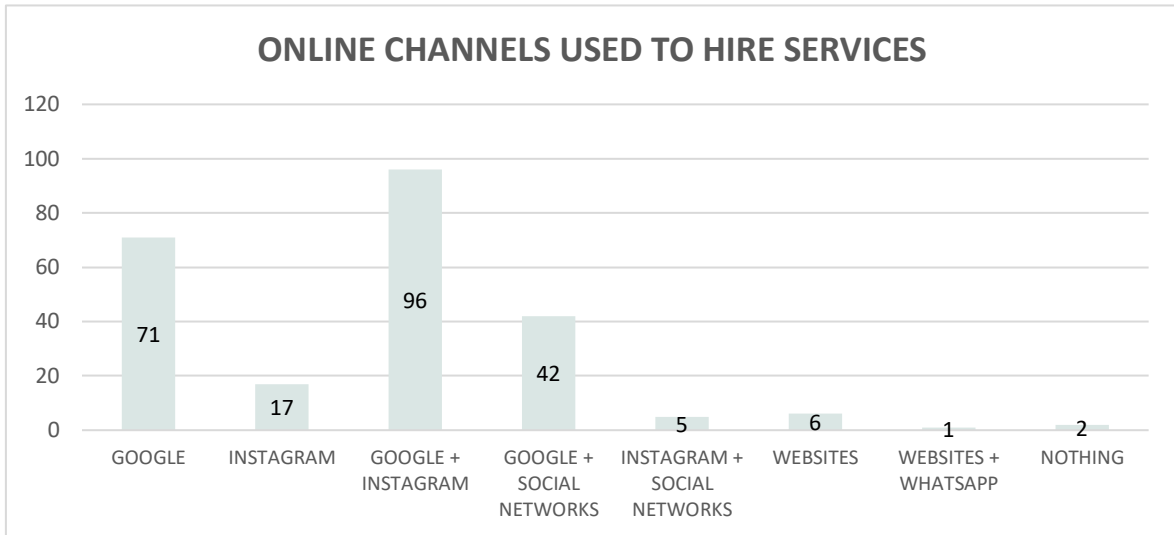


Figure 5 – Channels used to hire services

Also, it is worth mentioning that among the 240 participants, 209 (87.08%) use Google as an online channel to hire services, and 156 (65%) use social networks such as Instagram, Facebook, TikTok, and Pinterest.

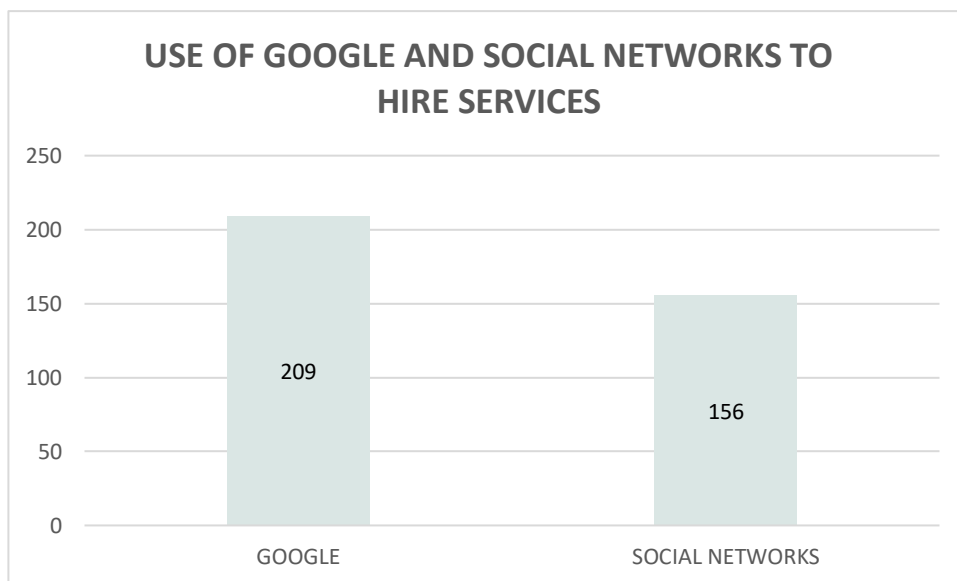


Figure 6 – Use of Google and Social Networks to hire services

It is not surprising that Google was the platform chosen as the most used for contracting services. According to Semrush (2023), in March 2023 Google was the most visited website in the world in all categories. Statista (2023), still claims that the online platform ranks first as the most popular website in the world since June 2010, when it passed Yahoo for the first time.

On the other hand, although social networks do not occupy a prominent place in the responses of the participants, studies show that they have great importance and impact for brands and businesses.

According to software and analytics company Apptopia, the 6 most downloaded social networks in 2020 were Tik Tok, Zoom, Instagram, Messenger, Snapchat, and Facebook, in this order (Bellan, 2020).

b. new brands

Regarding the platform used to search for more information about a new brand, that is, a brand not yet known by the participant, being able to choose more than one option, once again Google stood out, being the option of 60.42% (145/240) of the participants, followed by Instagram, which was the choice of 34.58% (83/240) of the participants, the remaining 5% (12/240) of the participants said they used other platforms.

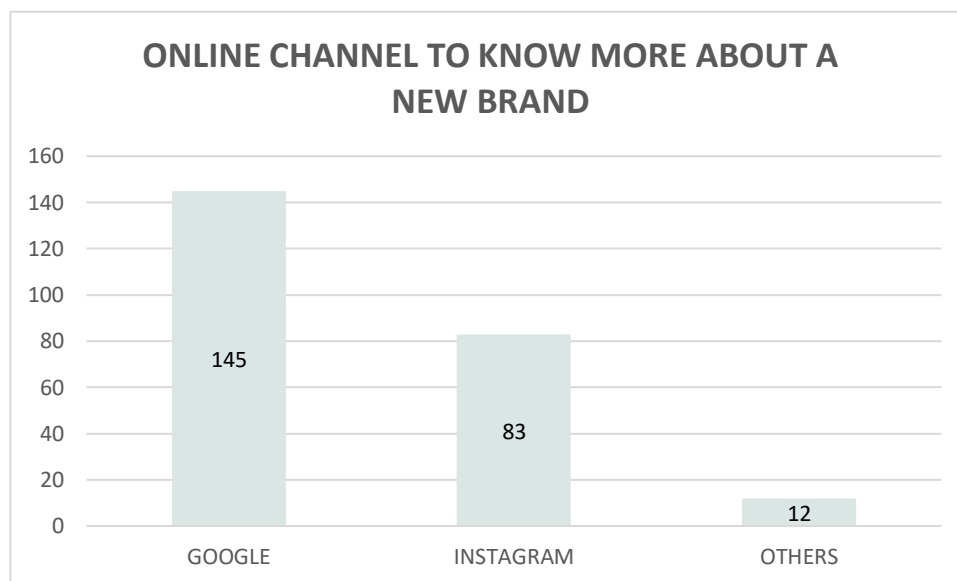


Figure 7 – Online channel to know more about a new brand

The data confirm that social media are no longer networks of beautiful photos. Now they are tools for small, medium, and large companies to expose themselves and sell. Today social media, like Instagram and Facebook, have become assets of necessity. Just some examples, 1 in 2 people have used Instagram to discover a new business; Instagram is the social media platform number one for people to connect with brands; and 35% of Instagram users will make a purchase on the platform in 2023 (Newberry, 2023).

With the objective of comparing the confidence that the participants have in corporate and personal brands, which have the same experience in the market, 57.08% (137/240) of the participants stated that they have more confidence in a corporate brand and 42.92% (103/240) more confidence in a personal brand.

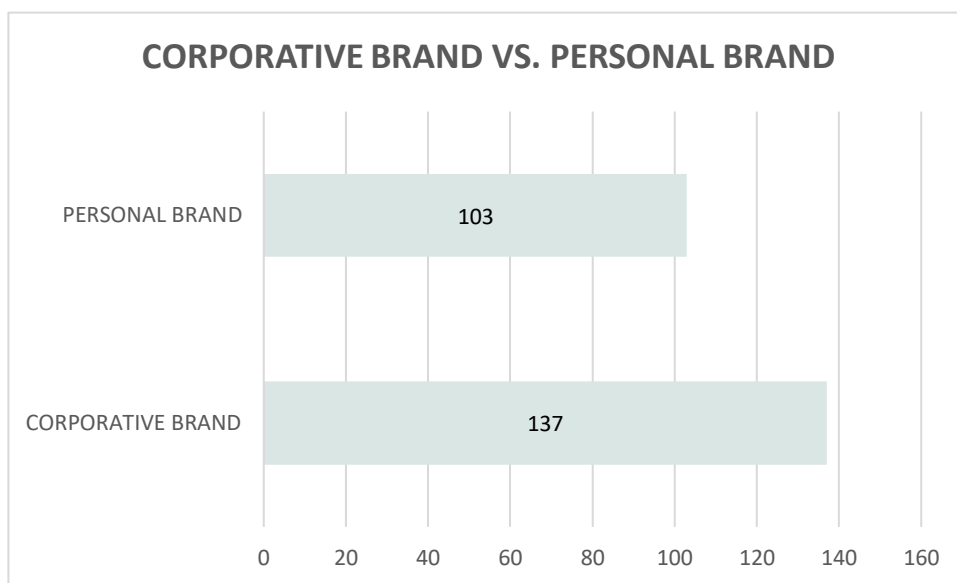


Figure 8 – *Corporate brand vs. Personal brand*

To go deeper into the subject and understand whether the type of service to be provided was a relevant variable for deciding on the choice between the corporate brand and the personal brand, the participants were asked about the degree of agreement/disagreement regarding this variable. On a scale of 1.completely disagree, 2.disagree, 3.neither agree nor disagree, 4.agree and 5.completely agree, the average was 4.03, demonstrating that most participants agree that

the type of service being hired is indeed a relevant variable for the decision-making process between hiring a personal brand or a corporate brand.

Q8: Is the type of service to be hired considered relevant for the decision to choose between hiring a personal brand or a corporate brand?		
	Answers	Average
Strongly Disagree	14	4,03
Disagree	9	
Neither agree or disagree	46	
Agree	58	
Totally Agree	113	
Scale: 1. Strongly Disagree, 2. Disagree, 3. Neither agree nor disagree, 4. Agree and 5. Totally Agree		

Table 1 – Is the type of service to be hired considered relevant for the decision to choose between hiring a personal brand or a corporate brand?

In order to understand a little more about the positioning of the participants, they were asked to justify the choice between a corporate brand or personal brand and their choice depending on the type of service.

The participants who reported totally disagreeing or disagreeing, most of the justifications were based on the fact that these participants do not care about the type of service and even the type of brand, what matters to them is the quality of the service, the reputation of the company and the amount charged. Others reported that, regardless of the service, they always hire corporate brands, as they bring greater legal and enforcement security. Finally, some said they always hired personal brands, as they are able to provide more personalized services, treating each customer with individuality and proximity.

Of the participants who said they neither agreed nor disagreed, almost all declared that they did not care about the type of service or the type of company, but rather about the trust and security that the company transmits, with the delivery of the service and whether she was nomination or not. Furthermore, some highlighted that what really matters is the experience and the price.

In addition, the participants who opted for agree or totally agree, justified such choices, mostly stating that in need of a closer and more personalized service, they will opt for the personal brand, as they believe that the connection with the service provider is paramount. On the other hand, in need of a technical and impersonal service, the corporate brand will be the option. Some also stated that the complexity of the service can be decisive for choosing one brand or another, among these there are those who prefer the personal brand for more complex services, for the more direct, exclusive and individualized care and on the other hand, there are those who opt for the corporate brand, believing they have more tools and staff to deal with all situations.

In short, according to the average presented (4.03), most participants believe that the type of service is an important variant for choosing between a personal brand and a corporate brand, and it is necessary to take this point into account when building the brand.

Still, in order to understand the weight of the indication of friends and family in the case of opting for personal brands, the participants were asked if they would place more trust in a personal brand that was new to them, but that was recommended by a friend, familiar or known. On the scale of 1.totally disagree, 2.disagree, 3.neither agree nor disagree, 4.agree and 5.totally agree, the average was 4.41, demonstrating that the indication is also an impactful variant in the case of hiring services of a new personal brand.

Q10: In the case of personal brands, would you be more confident if the brand was new to you, but was recommended by a friend, family member or acquaintance?		
	Answers	Average
Strongly Disagree	3	4,41
Disagree	3	
Neither agree or disagree	30	
Agree	60	
Totally Agree	144	
Scale: 1. Strongly Disagree, 2. Disagree, 3. Neither agree nor disagree, 4. Agree and 5. Totally Agree		

Table 2 – In the case of personal brands, would you be more confident if the brand was new to you, but was recommended by a friend, family member, or acquaintance?

The average found certifies that when building a company/brand, it is necessary to be concerned with collecting and making public success stories and feedback. The evaluations can also be recognized as a kind of indication. In addition, several ways need to be made available for customers to feel motivated to indicate the brand.

c. Personal brands and service providers

Aiming to understand all the key characteristics, those that really influence the hiring decision, of a strategic and memorable personal brand, the questions in tables 3, 4, 5, and 6 were enunciated.

Session: personal brands and service providers	
Questions	Average
11. Are the brand's mission, vision, values, and purpose relevant to the hiring decision?	3,76
12. Is the fact that the brand is authentic relevant to the hiring decision?	4,44
13. Are the individuality, uniqueness, and personality of the person behind the brand relevant aspects for the hiring decision?	4,08
14. Is the way the brand communicates with you, the customer (through content and direct communication) relevant to the hiring decision?	4,49
15. Is the fact that the brand is transparent in its objectives, processes, and actions relevant to the hiring decision?	4,62
16. Is the brand trajectory relevant to the hiring decision?	4,03
17. Is the background of the person behind the brand relevant to the hiring decision?	3,82
Scale: 1. Strongly Disagree, 2. Disagree, 3. Neither agree nor disagree, 4. Agree and 5. Totally Agree	

Table 3 – Session: personal brands and service providers

Demonstrating trust and differentiation are not easy tasks for a new brand. However, understanding the characteristics most valued, relevant, and influential to the audience can facilitate the process.

Considering the averages found, it is possible to perceive that the transparency of the brand in its objectives, processes and actions is essential, as well as direct and indirect communication and the authenticity of the brand. Also important are the individuality, uniqueness, and personality of the person behind the brand and the trajectory of the brand.

However, in the ranking of priorities of relevant features in building a new brand, the trajectory of the person behind the brand and the mission, vision, values, and purpose of the brand are last. The latter being the least relevant to the hiring decision.

Regarding the visual identity, having a strong and striking one can bring many benefits to the brand, increasing its recognition by future customers and making them more likely to purchase its products and services (Kirsch, 2022). A consistent visual identity tends to establish an emotional connection with customers, allowing them to recognize it anywhere, resulting in a 57% increase in spending. Still, through a well-designed visual identity, it is possible to convey confidence to potential buyers. This trust can be essential to winning audience preference, especially since 64% of people want to connect emotionally with brands (Kirsch, 2022).

Q18: Is the brand's visual identity relevant to the hiring decision?	
Answers	Average
Colors	3,65
Logo	3,86
Symbols	3,77
Typography	3,69
Scale: 1. Strongly Disagree, 2. Disagree, 3. Neither agree nor disagree, 4. Agree and 5. Totally Agree	

Table 4 – Is the brand's visual identity relevant to the hiring decision?

However, the averages found here showed that for the study participants, the visual identity of personal brands and service providers is not a relevant and decisive characteristic for hiring. The same happened for the visual identity of the person behind the brand and her lifestyle, as is demonstrated in tables 5 and 6.

Q19: Is the visual identity of the person behind the brand relevant to the hiring decision?	
Answers	Average
Way to dress	3,66
Hairstyle	3,18
Nail style	3,13
Brand that the person uses	3
Scale: 1. Strongly Disagree, 2. Disagree, 3. Neither agree nor disagree, 4. Agree and 5. Totally Agree	

Table 5 – *Is the visual identity of the person behind the brand relevant to the hiring decision?*

Q20: Is the lifestyle of the person behind the brand relevant to the hiring decision?	
Answers	Average
Places the person go	3,12
Place that the person lives	2,69
Transportation that the person uses	2,6
People who surround her/him	3,24
Scale: 1. Strongly Disagree, 2. Disagree, 3. Neither agree nor disagree, 4. Agree and 5. Totally Agree	

Table 6 – *Is the lifestyle of the person behind the brand relevant to the hiring decision?*

Finally, being able to choose up to 3 options, the participants were asked “In your opinion, what are the characteristics of a brand that make it more memorable? - whereas memorable is the first brand that comes to mind when you think of that particular service”. As shown in Figure 8, the answers/characteristics that stood out the most were the treatment/service (148/240), the trust that the brand transmits (125/240), and the experience it offers (123/240).

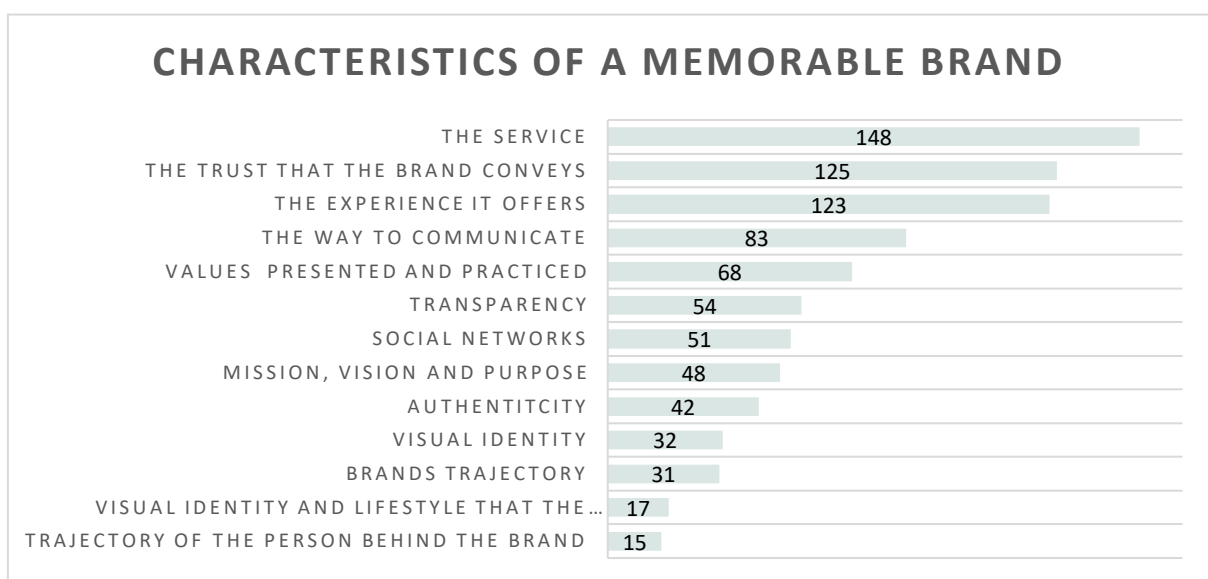


Figure 9 – *Characteristics of a memorable brand*

Demonstrating that far beyond the visual characteristics, social networks, and even the authenticity of a brand, the service, trust, and experience prevail at the time of hiring.

5. THE ANATOMY OF THE BRAND AGHATA LOBO

Following what was demonstrated in the literature review and in the information found through the quantitative research, the anatomy of the personal brand Aghata Lobo will be created.

5.1. A personal brand

As previously mentioned, Aghata Lobo already exists, but because it was born basically unconsciously and due to situational issues, today the company does not have the anatomy of a strategic brand, being necessary that this structure be created and applied so that the brand finally has possibilities of developing and get where you dream.

Aghata Lobo was created in March 2022, as friends of Aghata hired her to take care of their social media in a professional way. Already studying marketing at the time, Aghata chose to be a personal brand, as there is a growing trend of this type of brand, especially in Brazil. In addition to understanding that through the personal brand, it would be possible to create a much more direct and emotional narrative and communication with the audience, which made much more sense due to his personality.

To understand the goals, values, personality, and other characteristics of the brand, one first needs to understand a little about its founder/representative. Thus, it is necessary to go back a little in the past.

Aghata Alves da Silva Lobo is Brazilian, born in 1995 (currently 28 years old), in São Paulo capital, state of São Paulo, Brazil. Daughter of Wesley Barbosa and Vanusa Silva. She is the older sister of Vinícius Alves da Silva.

Since she was a little girl, she is very extroverted, easy to make friends with, extremely communicative, high spirit of leadership, light, and free soul. She has always been into many activities such as playing sports, playing the piano, dancing, playing board games, and “playing reality”.

Aghata called “playing reality” the games she had with her friends about being a salesperson, selling books in her and her friends’ offices, selling clothes in her parents’ closets,

and even selling her mother's cosmetics to herself. And even though it was still not possible to predict, "playing with reality" would be an important point for what would come later.

Since she was very young, she dreamed of being a judge, so she entered law school, at the age of 17, at one of the most renowned universities in Brazil and went to live alone. From the first day of college, she interned in public bodies and large offices in São Paulo, until November 2020.

In November 2020, for several reasons, Aghata decided to end her career in law and in the same month, still a little confused, she started studying Digital Marketing. Since then, she began to delve deeper into the area and has not stopped until now.

In February 2022 she received an invitation to take care of the social networks of the 2 companies of some friends and then, in March 2023, the Aghata Lobo brand was officially born, registered as an Individual Microentrepreneur in the Municipality of Jundiaí, in the state of São Paulo. Obstinate to undertake, despite the difficulties, today the company has 7 fixed clients and several rotating clients.

Also, bearing in mind that Aghata is now a digital nomad, has already visited 21 countries and is still looking for new ones to discover, she values a lot for the quality and responsibility of her actions, she has God, her family, and friends above all the rest, she values total honesty and authenticity in its daily life, it was possible to build the 4 main characteristics that the brand must have, to perform properly and harmoniously, resulting in a memorable brand:

Attributes: even knowing that attributes are awarded to a brand over the years and as it highlights its differences, Aghata Lobo wants to automatically be the answer in the consumer's mind when they think of "The mentor with the best results in the market". digital, in terms of strategies for social media". The result, in this case, would be the success stories of small and medium-sized companies that achieved growth and profitability after mentoring and, of course, also financial results.

Benefits: transforming the desired attribute into functional and emotional benefits, at first Aghata Lobo should offer exclusive benefits of personalization, close monitoring, tools and templates.

Values: Aghata Lobo's non-negotiable values are trust, leadership, quality, responsibility, personalization, humanity, and reality. Confidence in the service provided and in the relationship between customer and brand. Leadership in the field. Quality and responsibility in every action, decision-making, speech, literally at every step. Personalization in the service offered, adapting whatever is necessary to meet the real need and difficulty of the brand served. Humanity or humanization, in the assistance, teaching, and being always empathetic. Pay attention to the reality of the brand at every step. All with the purpose of offering small and medium-sized companies the chance to really create a strategic and impactful brand, that is, one that has results.

Personality: Aghata Lobo in itself is already a personality, but in order to continue building a coherent, distinct, attractive, and relevant brand, with its development and conquest in the market space, the ideal would be for the brand to be associated with “Successful executive who mentors brilliant entrepreneurial creators and game-changers up to 30 years of age who revolutionize business and transform the world (Forbes under 30)”.

5.2. Internal

a. Vision, mission, values, and purpose

As it was possible to verify by the questionnaire developed, the vision, mission, values, and purpose of a brand are not decisive for the moment of hiring. However, as demonstrated in Literature Review, they are essential to their growth and the lasting success of the brand. That is, these factors end up being important for the company's internal, much more than for the consumers themselves.

Therefore, the vision, mission, values, and purpose of Aghata Lobo are the following:

Vision: to be the number one personal brand in the niche of digital strategy, performance, and growth of small and medium personal brands.

Mission: help and guide small and medium-sized personal brands to stand out and be a reference in their respective areas using only the digital world

Values: trust, leadership, quality, responsibility, personalization, humanization, reality, and overdelivery.

Purpose: to use all the benefits and tools that the digital world offers to give small and medium-sized brands the opportunity to change their positioning and their history. Make them unique, strategic, solid, and profitable brands.

b. SWOT

Despite being an extremely recent brand, the SWOT is a great tool to list the strengths, weaknesses, opportunities, and threats that surround, internally and externally, Aghata Lobo. However, first, for a better understanding of the issues identified in the SWOT below and summarized in Figure 10, it is necessary to highlight some relevant information:

- The Brazilian government is voting on Proposal for Law 2630/2020² which pretends regulate the use of the internet, which may restrict freedom of expression on social networks, preventing the brand from being expressive and demonstrating its opinion and position in a public way, which would result in the depersonalization and uniqueness of personal brands.
- Artificial Intelligence (AI) has been a facilitator in producing content, images, and ideas, increasing the possibilities for creating and optimizing processes for brands. Mainly for personal and new brands, where only one person needs to act in all stages. Including, according to The News CC (2023c), global market spending on AI should reach US\$43 billion by the end of 2023 and increase to almost US\$100 billion by 2026.
- While the internet is an excellent means of communication, it is also the space where the bombardment of news and information, the exposure of personal and professional life, the fact that people hide behind a screen saying what they want, it wears out the life of the professional who works in digital in an incalculable way. Studies have even shown that the longer the connection, the greater the consequences for physical and mental well-being, resulting in difficulty concentrating

² Proposal for Law 2630/2020 - <https://www.camara.leg.br/propostas-legislativas/2256735>.

and self-motivation, irritability, insomnia, and the perception of increased mental and other overloads (Nór, 2023).

The SWOT:

Strengths:

- Geographic freedom in the broadest sense: it is possible to serve from anywhere in the world and it is also possible to have clients anywhere in the world.
- The brand is available to everyone 24 hours a day, 7 days a week, increasing the possibility of hiring inside and outside the country.
- No need to have physical space or stock, allowing low fixed and monthly investment.
- The company already has B2B and B2C customers, bringing more confidence to new potential customers.
- Direct, close, and humanized communication with the audience and customers.
- The company already serves companies in Brazil, the United States, and Portugal, also increasing the confidence of potential new customers.
- The founder already has experience working under pressure and being a leader, as she interned and worked as a lawyer from 2012 to 2020 in large law firms in São Paulo.
- The founder has several national (Brazil) and international specialization courses, building a vast and varied curriculum.
- The founder has lived in several places around the world, being able to deal with different cultures and adapt to each service, being able to easily serve customers from all over the world.
- Completely personalized services.
- Low investment, at first.

Weaknesses:

- Brand recently launched and still basically unknown in the market.
- The brand is in the same space as traditional, consolidated and reference brands in the market, which end up being the first ones chosen by consumers.
- The lack of capital to invest in big hires, in paid traffic and compete – with the same structure and strength h– with the already consolidated and profitable brands in the market.
- The company is still composed only by its founder, who today needs to carry out all functions, limiting the growth of the brand.
- Not having info-products to scale the business.
- Not exploring other service business models, such as subscriptions.
- Does not yet have a community, that is, loyal customers.
- It has only two communication channels: Instagram and WhatsApp.
- The founder has never been an entrepreneur, this being her first brand launched.
- Difficulty in measuring all results.
- Still do not use paid traffic to reach a new qualified audience.

Opportunities:

- Personal brands are gaining strength digitally.
- Brazil is a country of social networks and they have been the biggest channel for the propagation and sale of personal brands.
- After already consolidated in Brazil and bringing good results, expand, still through online channels, the brand to other countries.
- High demand, due to the growth of small and medium-sized personal brands, especially during and after the pandemic.
- Possibility of creating various info-products such as courses, eBooks, checklists, step-by-step, lectures, masterclasses, and others.

- It is possible to compete with all brands in the world, from the smallest to the most traditional, placing all brands in the same space.

- Considering Artificial Intelligence (AI) as part of the team; Using AI for producing content, images, and ideas, increasing the possibilities for creating and optimizing processes for brands.

Threats:

- Proposal for Law 2630/2020.

- Growing number of direct and indirect competitors.

- Find serious, committed professionals with the same values and purpose as the brand to assemble a qualified team.

- Emergence of many false “experts” and the promise of easy money on digital, contributing to discredit personal and digital brands.

- Need for constant updating, because absolutely every day the digital world presents news.

- Very high investment to scale the brand.

- The mental health of the founder and future team.

- Unknow implications of Artificial Intelligence (AI) in general are.

Check figure 10 for a summary of Aghata Lobo's SWOT.

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin attributes of the organization	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Geographic freedom • Available 24/7 • No need to have physical space or stock • B2B and B2C customers (BR, US, and PT) • Direct, close, and humanized communication • Founder already has experience working under pressure and being a leader • Founder has several national (Brazil) and international specialization courses • Able to deal with different cultures and adapt to each service • Completely personalized services • Low investment, at first 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Brand recently launched • The company is still composed only by its founder • Not having info-products to scale the business • Not exploring other service business models • only two communication channels • The founder has never been an entrepreneur • Difficulty in measuring all results. • Still don't use paid traffic to reach a new qualified audience
External origin attributes of the environment	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Personal brands are gaining strength digitally • Brazil is a country of social networks • High demand • Possibility of creating various info-products • Possibility to compete with all brands in the world • Artificial Intelligence (AI) as part of the team 	<p>THREATS</p> <ul style="list-style-type: none"> • Proposal for Law 2630/2020 • Growing number of direct and indirect competitors • Assemble a qualified team • Emergence of many false "experts" and the promise of easy money on digital • Constant updating • Very high investment to scale the brand • The mental health • Unknow implications of Artificial Intelligence (AI)

Figure 10 – *Aghata Lobo's SWOT*

5.3. Positioning

a. STP

Segmentation

Demographic: at this first moment, the ideal segmentation is women; between 25 and 40 years; Brazilians, living or not in Brazil; with no specific occupation, but who necessarily

want to create a brand or who already have a micro, small, or medium-sized company. However, with the development of the company, with the knowledge arising from the service of each area, the right thing to do is to narrow down which types of brands/businesses should be prioritized. Niche the service will allow Aghata Lobo to be recognized as an expert and also to scale the brand faster and more solidly.

Psychograph: extroverts; who like direct, close, and humanized contact; that have or at least agree with the brand's values - trust, leadership, quality, responsibility, personalization, humanity, and reality; who have the will to undertake; who really want to experience change, transformation, and growth; who are interested in entrepreneurial life, evolution, processes; who are ambitious and who really want to get rich in a fair and honest way; that are compatible with multiculturalism and diversity; who identify with a freer life, enjoy travel, meet new peoples and cultures.

Behavioral: would be the combination of the benefit sought and customer loyalty. At first, consumer groups would seek out the brand for the benefits that its services offer. However, with the excellent service and the achievement of results, loyal consumers will also be part of Aghata Lobo's segmentation.

Thus, a measurable, accessible, sustainable, and attainable segmentation is built for Aghata Lobo.

Targeting

At first, Aghata Lobo must work with Concentrated Marketing, sending the unique message that produces strategies aimed at social media, mainly Instagram, which allow small and medical brands to grow in a solid and profitable way. The message will be sent to the current segmentation. However, to get where Aghata Lobo wants to go, it will be necessary to change targeting to Differentiated marketing, offering much more specific, special, and different offers for a much smaller number of entrepreneurs, but with high market value. The offer will be reduced, the target public much smaller, but the service will be positioned on another level and will have high value.

Positioning

All brands that want to be successful, want to grow and stop being just another brand in the market go through several changes over the years. With the personal brand this is no different, on the contrary. The occurrence of changes is much greater since the brand needs to change every time its founder changes.

Knowing that strong positioning is one of the key points for a brand to develop, Aghata Lobo wants to highlight her personal advantages, such as having lived in several countries, having studied outside Brazil, having visited more than 20 countries in the world, able to understand 4 languages, have a university degree and 2 postgraduate degrees in the area of law, be a lawyer, have large law firms in her curriculum, to bring the newly born Aghata Lobo the confidence that the audience so much requires and needs. Moreover, to show that with all this baggage and history, the service offered will be completely different, bringing a new perspective of positioning, consumption, sales for those brands that trust Aghata Lobo.

Moreover, since a well-defined strategy is necessary so that personal advantages are not mere medals in life, Aghata Lobo intends, at this first moment, to (i) select strategic brands – brands with great growth potential – to become customers and make of them an even more expressive portfolio of the company; (ii) invest in face-to-face mentoring with big names in the niche in order to increase the network and knowledge; (iii) invest very aggressively in social networks, showing this whole process, the services and also sharing part of your private life, to further increase the connection with the audience; (iv) taking courses focused on how to increase and make the customer experience something out of the ordinary, as this was one of the crucial points raised in the questionnaire; and (v) make the audience the brand's guide, not in terms of values and personality, for example, but as guides to needs. This means that the company's focus will be to create products and services according to the needs of the audience itself.

As for the positioning – benefits, differentiation, and credibility – of the services that Aghata Lobo offers, these will be specifically addressed in the next chapters. However, in general, the flagship of the brand's services will be Overdelivery. From answering a person's questions in the question box on their Instagram profile to delivering a mentorship, the

company will always deliver more. More than a simple answer, more than a complete service, the idea is to always bring surprises and exceed expectations.

b. Competitive analyses

Applying the 5 forces tool (Porter, 2008) to the personal brand Aghata Lobo personal brand:

1. Bargaining Power of Buyers: The market for services aimed at digital brands is growing, but there is still space for high-quality professionals. That is, even though there are several “gurus” selling easy lives over the internet, quality professionals who produce results are still few. Therefore, if the brand really wants to hire specialist services, with authority and knowledge in the subject, they do not have many options, resulting in a lack of bargaining power in the personalized and exclusive services that propose strategic growth for small and medium-sized brands in the digital market. This, however, does not exempt these professionals from offering a high standard of service and differentiated delivery. Even more specifically, the fact that Aghata Lobo is a personal brand, its personality, its trajectory, its baggage, its experiences, visions, and values make it unique in the market. There is no direct or indirect competitor that is exactly like it and, consequently, that can offer services that are precisely the same as those provided by it.

2. Bargaining Power of Suppliers: Aghata Lobo's services do not depend on suppliers, but elements adjacent to them do. However, such elements as, for example, online meeting platform, editing programs, payment platforms and the like, are currently commodities in the market, so they can be hired or exchanged at any time. In this way, it is possible to adjust values and processes as necessary. Thus, the bargaining power of suppliers is very low. Even, in the case of major players in the digital market, platforms for selling courses, for example, offer special conditions for that personal brand to hire them as a partner.

3. Threat of New Entrants: corporate and personal brands appear every day in the market. Just in January 2023, 357,937 new companies were opened in Brazil (Ministry of Development, Industry, Commerce and Services, 2023). It is impossible for Aghata Lobo or any other company to prevent, control or predict market entrants, but nothing prevents it from being prepared to receive them. Therefore, two points need to be highlighted: (i) new

competitors need to be observed and studied. All the qualities and defects of competitors need to be clear, precisely so that Aghata Lobo knows how to stand out among so many: and (ii) the brand's differentials need to be increasingly highlighted. The audience cannot want to hire one service xyz, the audience needs to want to hire THE Aghata Lobo which provides THE xyz service, and this will only be possible if Aghata meets the requests and needs of the audience with all its differential and uniqueness.

4. Threat of Substitute Products or Services: as highlighted several times, services exactly the same as those provided by Aghata Lobo do not exist. There may be services in the market that have the same final objective, but the audience will never find something with the same process and the same service. Regarding technology, there is still nothing available on the market that can replace the services that will be offered by Aghata Lobo. Although the use of Artificial Intelligence is spreading, nothing still compares to human services when it comes to understanding a brand's problem, drawing up a plan to solve these problems, applying the solutions, and measuring them. Even the humanization and proximity of these types of services are what make people choose the personal brand x or y to guide them. To remove the force of service substitution, Aghata Lobo needs to emphasize more and more that it is not possible to replace unique things. It needs to make it clear to the audience that the services provided by Aghata Lobo are unique and cannot be replaced, as no one has the luggage, experience, vision, or personality that it has, and also because she insists that each treatment and service be unique for that brand, so much so that personalization and reality are among its values.

5. Rivalry Among Existing Competitors: for a newborn personal brand like Aghata Lobo, the rivalry between existing competitors is one of the strongest forces and the one that can bring it down. However, the ideal is for the brand not to worry about competitors now, but to look inside itself. A company that is extremely well thought out, strategic, taken care of down to the smallest detail, with a unique personality, with exclusive services and treatment, that has internal and external alignment and that, above all, focuses on meeting the needs and desires of its audience, will naturally grow. It is after this initial growth and authority building begins that competitors should become a concern. Continuing with the same intention and polishing - optimizing and improving - the brand, naturally there will not be more competitors, and once again they are no longer a concern. For example, a boyfriend who wants to propose to his girlfriend with a Tiffany's ring, he does not want a ring, he does not want another brand, he

wants a Tiffany's ring. That is, even though Tiffany has competitors such as Cartier, Piaget, and Bvlgari, as they are all sellers of luxury jewelry, anyone who wants a Tiffany will not fail to buy from her because competition exists. This should be Aghata Lobo's goal, even though it has to pay attention and keep up with its competitors, competitors shouldn't be its focus of energy even in those early days of life, much less when it becomes the leader of its niche. Competitors must be just a ruler and Aghata Lobo needs to focus and spend its energy on always being above it.

c. Unique offering

Currently, with competitors increasing every day finding a point of differentiation is a hard task. However, personal brands have great advantages in this regard, as the personification of the brand is already a unique and peculiar individual. Thus, the individual, main characteristics, and authenticity of Aghata Lobo will place it in a special position in the consumer's mind.

The result of the applied questionnaire corroborates the literature review, with a score of 0 to 5 and an average of 4.4, authenticity is indeed a relevant factor when hiring. However, according to the respondents, it is not one of the most relevant characteristics to make the brand memorable.

The differentiation of Aghata Lobo will be in (i) the uniqueness of her personification, highlighting the most positive points of her personality and bringing to the services and assistance all the luggage that she has; (ii) in the consistency between vision, values, personality, image, and actions, that is, in the strong and solid creation of its brand universe; (iii) in the humanization, welcome and proximity of Aghata to all clients, bringing the emotional and motivational during the process, solidifying the client's trust with the brand and providing a totally personalized service; (iv) in the total adaptation of services to the reality of each brand, also corroborating with the unique experience that the brand will offer; and (v) overdelivery at each stage and contact, offering a unique and personalized experience.

d. Marketing mix

Product

It is not up to this professional project to decide which services should be offered by Aghata Lobo, but it is necessary to understand how the service should be structured to generate value and authority for the brand.

The first step to thinking about when structuring a service is to have clarity. Because it is a personal brand, the first thing to be clear about is self-knowledge. Aghata needs to get to know herself, point out her strengths and weaknesses, what she likes and doesn't like to do, what she believes in or not, and especially what she seeks and what she can help others with. In addition, she still needs to be clear about her journey, what she did, where she came from, where she went, and where she wants to go, and with all these characteristics, list what each of these points can bring as a differential to the brand (Vidal, 2022).

Then it is necessary to decide what type of service will be offered, such as analysis, consultancy, mentoring, or follow-up. Having chosen the type of service, Aghata Lobo must structure step by step how it will work, from how it will be offered to how it will be delivered. Thus, it will be possible to create a service proposal, which will be sent to an interested audience (Vidal, 2022).

Soon after structuring the services and the proposal, pricing is necessary. However, this step will be explained in the next topic (price) (Vidal, 2022).

Although it seems simple, the secret of a good and captivating service is precisely in these steps. Each phase must be done very carefully, re-read, re-evaluated, and revisited whenever possible, as the brand will only be able to grow if it provides an excellent service and really delivers the overdelivery that I promise so much.

In addition, providing an excellent service from the first moment is the secret to receiving indications and good feedback. According to the questionnaire, on a scale of 1 to 5 and with an average of 4.41, when asked if they would have more confidence in a new personal brand, but indicated by a friend, family member, or acquaintance, 60 respondents reported agreeing and 144 reported agreeing fully with the statement. Therefore, the personal brand, in

the case of the Brazilian consumer, must value the indications and they will only be possible in the case of extraordinary services.

Given this context, despite the brand's main focus being offering consultancy and mentoring, it is still necessary for the brand to take shorter steps before getting there. Which means starting by offering Profile Analysis and Social Media Management. These two products will be essential for Aghata Lobo to gain more experience, gain more trust from its audience, reach more potential customers, understand more about each niche, present more immediate and comparable results, increase its authority, increase its social proof, demonstrate how it handles with the customer, showing the experience you deliver, proving that you really value overdelivery and delivery, among others. These two products can be understood as the test of the brand.

The Profile Analysis

In order to carry out a detailed and coherent analysis, first the brand founder responds to a questionnaire divided into 6 sections: 1. Only the presentation and instructions for completing the questionnaire; 2. Questions about the founder of the brand and his expectations; 3. Specific questions about Instagram profile and brand; 4. Questions about using tools such as Trello and Canva; 5. Term of acknowledgment about possible disclosure of the profile as social proof of Aghata Lobo; 6. Acknowledgment.

The profile analysis aims to visualize the brand's current Instagram profile, point out all the strengths and suggest any changes, always with practical examples, so that the profile becomes (i) more strategic, that is, with a clearer objective, with greater authenticity and intentionality, (ii) more aesthetically presentable and attractive, and (iii) with more coherent, relevant and valuable content.

In addition to a personalized message for the brand, a guide on how to make the most of the analysis carried out and an overview of the current profile (screenshot that shows the first impression of the profile to the audience), which will be used for future comparison, the AP will analyze: the profile picture; the biography; the contact link such as website or Linktree; the highlights; the feed; the visual identity (logo, colors and typography); the main content

strategies; the editorial line and calendar; and stories, and the brand will be monitored for at least a week before the PA is made.

The PA still has explanations of why and the objectives of the suggestions. In addition, it includes tooltips to be used, as needed by the brand, and editable templates, such as an editorial calendar in Trello and Notion.

At the end of each Profile Analysis, there is still the “zoom in”. Moment in which Aghata Lobo has a “conversation” with the client, based on the theme exposed in the form as “the biggest difficulty of the brand/profile manager currently”.

After delivering the PA and absorbing all the information, the client is still entitled to a 1-hour online meeting with Aghata Lobo for her to go over the PA point by point and clear up any doubts that remain for him.

Social Media Management

This service will primarily focus on managing Instagram and Facebook but can be extended to other social networks such as, for example, TikTok and Pinterest.

To start developing profile management, the client must respond to a form with 5 sections: 1. Instructions for completing; 2. Questions about the existing profile or the expectations of a new profile; 3. Questions about the brand and its products or services; 4. Specific questions about the use of image bank and own photos; 5. Acknowledgment.

After Aghata Lobo's analysis of the form responses, a primary alignment meeting is required to narrow down the customer's information and expectations.

The service is divided into two macro phases, the first phase is subdivided into 4 stages and only occurs completely once and the second is subdivided into 6 stages, repeated monthly.

First phase: The initiation

1. Diagnosis and preparation:

a. The Briefing: collection of information about the current situation of the business (in a detailed and more specific way as possible), the Instagram profile and the objectives for the coming months. Also, analysis of the characteristics of the brand.

b. WhatsApp Group: creation of the WhatsApp group to facilitate Aghata Lobo's communication with the client's team.

c. Google Drive: creation of a Google Drive link to organize the materials to be shared.

d. Profile and Meta Business access: access to the Instagram account, if existing, and the Meta Business management account.

2. Analysis and creation:

a. The initial form: the form is reviewed once more after the meeting to delve deeper into the brand. This is an essential point for creating intentional and targeted content for the target audience.

b. Benchmarking: market analysis and analysis of direct and indirect competitors.

c. Internal strategy: creation of exchange processes between the client and Aghata Lobo.

3. Positioning and image structuring:

a. The creation of inspiration folders and image direction.

b. Creation of the persona; the brand statement; choice of profile name, biography, and access link; highlights cover identity; stories identity; and Reels identity.

4. Content Strategy:

a. The choice of brand voice.

b. Creation of the editorial line and calendar.

Second phase (monthly): The development

1. Briefing: perception of the previous month and analysis of the digital and physical environments, if any, through an online meeting.
2. Strategy elaboration: considering the previous month's data and the objectives for the following month.
3. Creating posts: creating all posts and organizing the editorial calendar.
4. Approval: approval of posts by the customer.
5. Posts: scheduling all approved content.
6. Report: presentation of metrics and results for the month.

And finally, the client receives weekly guidelines to create their stories in an intentional and strategic way.

As previously mentioned, the first phase (The Initiation) happens completely only once, but some sub-phases need to be revisited from time to time, such as market analysis; analysis of direct and indirect competitors; optimization of internal strategies; changes and updates to the editorial line and aesthetics of the profile; changes, and updates to the biography; among others.

Price

Pricing a service is a fundamental task for every entrepreneur. Often, the amount charged can be one of the decisive factors for the success of the brand, as charging a fair price is fundamental. The more the brand works and the less its charges, the more a brand's work is devalued.

To price its services, it is important for Aghata Lobo to remember that her clients must pay not only for the time she has for the service itself but also for her energy and all the knowledge she has acquired throughout her professional career.

For Aghata Lobo to correctly price each service, it is necessary to consider the following factors: (i) verify what are the fixed expenses of the brand, that is, the expenses that are present regardless of whether there is a sale or service; (ii) define the costs of the service itself; and (iii)

calculate how much you invested to get here, like all courses, college and master's degrees (Lacerda, 2021).

It is important to understand that each type of service has a different pricing logic: (a) teach: value x ; (b) teach and direct: value $2x$; (c) teach, direct, and be part of the execution/implementation: value $3x$; and (d) teach, direct, be part of the execution/implementation, and execute/implement another part: value $4x$ (Lacerda, 2021).

Other factors that may influence the price and that Aghata Lobo must consider are: (i) the duration of the process, and (ii) what will be delivered at the end. The more objective and polished the knowledge is, the more expensive the service must be. Furthermore, it is important to remember that the individual process must be more expensive than the group process, as the focus is different (Lacerda, 2021).

Thus, considering the indicated factors, in principle, Aghata Lobo should charge R\$500.00 for the Profile Analysis and R\$2,000.00 per month for Social Media Management for each profile. The prices can be adapted according to the variables of each client.

Over time, Aghata Lobo will improve its services and, consequently, must increase their prices. In addition, it is important to always monitor expenses and cut what is in excess to make the brand grow even more.

Finally, it is important to remember that before talking about price, it is essential that Aghata Lobo demonstrate and emphasize the value of its services.

Promotion

Aghata Lobo needs to be where its audience is. Therefore, its promotion, at least now, needs to be more focused on the digital part, starting with the Instagram profile, using most of the boosting tools and paid traffic to achieve the maximum results that the platform can offer. However, as it grows and understands its audience even more, the brand can expand its promotion channels to other social networks and to other digital strategies, such as email marketing.

It is emphasized, once again, that the brand must focus only on one communication channel in this beginning so that Aghata Lobo can channel all its energy into it and create a

strong presence there. This is because it is not interesting for the brand to be in several channels, but not be able to have a strong or expressive presence in any of them. The “little” extremely well-done results in much more than the “a lot” badly done. Acquiring a loyal audience will make it much easier to open new avenues of contact and promotions.

In addition, it is essential to adjust spending on promotions according to needs and results and, also, to test different models, as listening to the audience is always the best option; the ideal option to achieve success.

Place

Social media are no longer networks of beautiful photos. Now they are tools for small, medium, and large companies to expose themselves and sell. Today social media, like Instagram and Facebook, have become assets of necessity (Hootsuite, 2022).

It is possible to identify the importance of social networks in the modern world when among the 10 most visited sites in the world until January 27, 2021, according to Neufeld on Visual Capitalist, 3 were social networks and online communities – Facebook, Twitter, and Instagram. Such relevance is confirmed when in November 2022 the same 3 social networks remain in the ranking (Lyons, 2022a).

Social media plays a huge role in digital marketing because it is where consumers are. In 2022, the number of social media users reached the mark of 4,62 billion, which is around 57,75% of the world’s total population (Kemp, 2022a). In addition, in 2020, Instagram hit the mark of 1.04 billion monthly active users (Statista, 2022b). Facebook already scored 2.7 billion monthly active users (Statista, 2022b), ending 2020 with a considerable increase compared to 2019 – the user growth rate was 11.0%, according to Statista (2022b). In Brazil, the numbers are even higher – among the 10 most visited sites in the entire year of 2021, 5 were social media and among the 5, 4 were social networks: Facebook (3rd), Instagram (5th), WhatsApp (7th), and Twitter (10th) (Kemp, 2022b).

Each brand is different and has different objectives, consequently having different profiles and applying different strategies. However, an Instagram business account average

grows its followers by 1,69% each month (Hootsuite, 2022). This phenomenon happens because 90% of Instagram users follow at least one business account (Hootsuite, 2022).

Social media has really changed how marketing is done, while digital marketing has changed the role of social media in people's daily lives. For example, 44% of people use Instagram to shop weekly (Hootsuite, 2022). What started as an app to meet people, post pretty pictures, or funny videos became a tool (s) for brands to be born, position themselves, develop, and be profitable.

Analyzing the numbers of Brazil, the data demonstrate that it is a country of social media (Kemp, 2022a; Bianchi, 2022). Follow some references:

- Brazil has 171.5 million social media users;
- Two of the main reasons Brazilians use social media is to (i) find products to purchase, and (ii) look for thing to do or buy;
- Top 3 most-used social media platforms: WhatsApp (96,4%), Instagram (90,1%), and Facebook (88,2%);
- TikTok was the most application downloaded;
- Brazil ranks sixth in relation to other countries in the world in terms of “daily time spent using social media” – 3 hours and 41 minutes. Per month, on average, Brazilians spend 29.2 hours on WhatsApp, 23.3 hours on YouTube, 15.6 hours on Instagram, 13.5 hours on Facebook, and 20.2 hours on TikTok;
- 79.5% of Brazilians internet users aged 16 to 64 use social media platforms to find information about brands and products, and 62.5% use social networks for it;
- Social media Ads and Social media comments were the fourth and sixth sources of brand discovery;
- The main channel for online brand research is social network
- Brazil is the third country with the largest Instagram advertising audience (around 119.5 million people) and the fourth on Facebook advertising reach ranking; and,
- 4.7 billion was spent on the digital advertising Brazilian market.

The numbers reveal how much social media impact Brazilians' daily lives in terms of consumption. And it is precisely by taking advantage of this huge market that moves billions of

reais that new personal brands are establishing themselves and growing, thus being able to offer new products, info-products, and services, reaching more and more people.

Checking all the numbers presented in referenced reports, even though the questionnaire resulted in Google being the most used platform for contracting services and for searching for new brands, at first Aghata Lobo will start establishing itself on Instagram. The profile will even be managed by Aghata herself.

The profile will have the feed as a showcase, but it will be in the stories that Aghata will promote the connection, proximity, personalization, and humanization that the participants both pointed out as necessary in a personal brand. The profile will be a professional account, but it will also show Aghata's daily life as an individual, bringing greater transparency, security, and visibility to those who follow her.

Despite being a brand that will focus on consulting and mentoring for small and medium-sized brands that want to build a strategic social network profile for their respective brands and that necessarily need that direct contact, in a second moment the company will also have to open a website and thus use all Google optimization tools. Although it is not possible to create a close connection with customers and potential customers through the website, it can bring more authority and visibility to new potential customers. The same happens with the entry of Aghata Lobo in other social networks. At first, the other networks will not be the main channel, but they will bring greater coverage in the type of content to be produced, reaching new and different types of consumers.

People

A personal brand, as a rule, starts with just one person, that is, its personification. However, it is necessary for new people to be part of the project to be able to expand the brand, optimize processes and, most importantly, for the founder to focus on playing her main role – personifying the brand and providing services offered – and stop wasting time and energy on peripheral and behind-the-scenes activities.

In the case of Aghata Lobo, it would be possible to start with a very small team. Aghata, a programmer who is also a designer and a virtual assistant. The programmer and designer would

be essential for creating content posts, creating sales pages, capturing leads, and others. The virtual assistant's main function would be to support the service, answer basic questions, or resolve primary issues.

After this team is formed, trained, and working in total harmony with the increase in sales and brand growth, it is essential to hire a traffic manager in order to start exponentially scaling the brand.

It is important to emphasize that everyone on the team needs to be in line with the brand, with its values and principles. Despite being behind the scenes, the brand will only generate confidence in the audience, solidity, and authority in the niche by passing the same image and communication at all points of contact.

Physical facilities

For Aghata Lobo, physical facilities, that is, tangible elements, do not need to be a priority. However, as the brand grows, it is possible to add them, for example, with personalized materials from the brand to present customers or even in physical products, depending on the demand of the audience. However, there is no need for the brand to strive to create physical components that surround its service, as in the specific case of Aghata Lobo it is not what will increase its value or price. The perception of the value of services and the brand comes from their overdelivery, which despite continuing to be intangible will probably bring more results.

However, over time and knowing its audience better, if the brand sees the need for physical facilities, there is no harm in adding them.

Processes

Controlling a company's process is not an easy task, as it does not depend only on will, but also on being able to. However, a well-defined process can be the key to success for Aghata Lobo.

While Aghata is without a team, an extremely detailed process is needed for her to get everything done. Therefore, Aghata needs to define each stage, step by step. This means you

need to define the step by step of creating posts, creating stories, sales pitches, customer service, hiring, service, follow-up, support, payments, etc. Absolutely all stages, from the simplest to the most complex, need to be designed, broken down, and distributed so that the company can move forward and still offer overdelivery – which is its differential.

With the hiring and formation of a team, the processes also need to be well described, and they should be even more detailed and thorough so that (i) the company offers a light, efficient, and friendly delivery; (ii) for overdelivery to be increasingly announced and perceived by customers; (iii) so that everyone on the team, each in their role, works as perfect cogs on their axes.

Finally, it is worth emphasizing that the process must be constantly revisited and optimized, always aiming at better service, greater productivity, and less chance of error.

Table 7 shows the summary of Aghata Lobo's Marketing Mix.

Marketing Mix	Aghata Lobo (first stage)	Aghata Lobo (second stage)
Product	Profile Analysis and Social Media Management	Profile Analysis and Social Media Management
Price	From R\$500.00 to R\$2,000.00	From R\$500.00 to R\$2,000.00
Promotion	Instagram	Instagram + Google (website)
Place	Instagram	Instagram + Google (website)
People	Aghata Lobo	Aghata Lobo + Programmer and designer + virtual assistant
Physical facilities	-	-
Processes	Step by step of all stages + overdelivery	Step by step of all stages optimized + overdelivery

Table 7 – Aghata Lobo’s Marketing Mix

5.4. Brand expression

a. Character

Personality

It is with a strong personal branding that it will be possible to define the universe of the brand and the personality of Aghata Lobo, which will be completely linked to the personality of the founder, but with a decisive advantage, the possibility of highlighting the best that the founder has and the possibility of minimizing what is not interesting to share with the audience.

People hire personal brands precisely because of the personality that the brand brings with it. The brand's personality brings its differential to the market, mainly talking about services and info products.

It is this unique personality, with strategic communication and persistence that makes a personal brand an impact brand. Even more, it is this unique personality that will make Aghata Lobo attract an audience that identifies with her and starts to consume her products and services and, at the same time, will make the audience that is contrary to her personality and positioning repel.

Aghata Lobo's personality as a founder is what will bring identity, authorship, baggage, history, values, and positioning to the Aghata Lobo brand.

Therefore, Aghata Lobo must carry the following characteristics: sophisticated, light, extroverted, cozy, discreet, noble, free, modern, and audacious.

Sophisticated, from the start, already tracing the steps of the journey she wants to take to become a mentor of high standards and exclusivity. Take it to be able to bring more harmony and stability to withstand the day-to-day, that is, the idea is that consuming the brand's content is something light and not just another storm of the day.

Extroverted, as it is a side of the founder that is very present, and it would be basically impossible to dissociate or mitigate this characteristic.

A cozy, discreet, and noble brand that will always be ready to help. The goal is to feel at home when browsing the brand's social media, for example. Or even, having tea with a friend at the time of appointments.

Free, modern, and audacious, precisely to match the founder's life story and what she wants for other entrepreneurs as well. She left a stable and exponentially rising career in Law to start everything from scratch, be happy, travel the world, and build a new career that made her feel that she had a purpose in life.

By itself, the brand would carry these characteristics in some way, but internationally they were the characteristics chosen to be highlighted, stressed, and basic for the development of the brand. These are the characteristics for which the brand will be known.

From these characteristics, the tone of voice, the verbal elements, and the visual elements will be chosen, making them reinforce all these characteristics and finally, resulting in the Aghata Lobo brand universe.

Brand voice

The brand's tone of voice is what will bring, once again, the brand's authorship, narrative, and connection with the audience. The way Aghata Lobo communicates, in all senses, with the audience, from comments on feed posts to calls, must be in complete harmony with the brand's values and personality.

Once again, Aghata Lobo's tone of voice cannot be invented, as Aghata would not be able to sustain a character for a long time, and with absolute certainty that would not be what would win over customers. Therefore, Aghata Lobo's tone of voice needs to be the same as that of its founder, resulting in a professional tone, but extremely close and humanized. Thus, the tone of voice will be friendly, welcoming, positive, and empathic.

Being a personal brand, it is interesting to use repeated expressions, phrases, and even slang, so that over time the audience will associate them with the brand. For example, instead of a simple good morning, Aghata Lobo can add something personal and unique to her audience, such as “Good morning, my people”. She also can use expressions like “anywhere office” as a way to reinforce geographic freedom and “let's make it happen” as a way to reinforce responsibility.

It is also important that she writes in a less formal way and closer to speech, so she can create a closer and more intimate connection with the audience.

Still considering the tone of voice, posture, paused speech, smile on the face and empathy will make all the difference for the brand to approach and communicate with the audience. Moreover, how and what the founder will talk about the brand will shape how the audience will identify Aghata Lobo.

Aghata Lobo's narrative needs to be built through Aghata's perspective, her way, her opinion, and her baggage, showing the whole history and movement of the brand, where it came from, and where it wants to go.

It is these unique and completely exclusive points that will take the brand to a different level.

b. Verbal expression

Name

As previously mentioned, as it is a personal brand, the company name could not be anything other than Aghata Lobo. The use of the founder's first and last name not only represents her, but also generates human interaction with the audience.

Out of curiosity and in order to build a good storytelling, the founder's name was registered as Aghata Alves da Silva until September 2022, when she finally managed to legally add Lobo, her paternal grandmother's surname. The new surname perfectly complemented the brand's personality, further strengthening its main characteristics.

Tagline

In the case of Aghata Lobo, the tagline was created to explain the brand's philosophy and still support its brand value proposition.

Aiming to build a tagline that was short, impactful, easy to memorize, reinforced the purpose of the brand and its products, and also, was associated with the founder's lifestyle - once again bringing connection, humanization, and proximity to the audience - chosen tagline was “Expand your horizons”.

Aghata Lobo wants to show the path that other brands can follow to overcome barriers and expand their horizons. By building a solid digital brand, it is possible to reach people all over the world. On the other hand, in the case of services and info products, it is possible for

founders and collaborators to work and perform their tasks from anywhere in the world. That is the expansion of horizons “attacks” the brand from all angles.



Figure 11 – Aghata Lobo's tagline

c. Visual expression

Visual Identity

Taking into consideration the characteristics already mentioned of the brand, the colors were chosen to maintain this cohesion and coherence. In other words, the chosen colors were brought according to their meaning and sensations, maintaining this continuity.

The chosen colors are a combination based on the color blue and green, which varies from dark green to light green and from dark blue to light blue. The darker and more opaque tones are intended to convey the exclusive and sophisticated look of the brand. The light tones translate lightness and femininity, thus leaving a clean, premium, and elegant look.

In addition, according to the psychology of colors, blue represents harmony, trust, and connection, and green conveys hope, freedom, and renewal, thus associating some of the meanings of the name Aghata and the motivations of the brand's archetype (ruler archetypes).

Therefore, the colors chosen were as follows:



Figure 12 – *Aghata Lobo's color palette*

As for the logo, the same idea and style must be followed, only then is it possible to build a strong visual identity and, consequently, the brand universe. As the logo aims to identify, bring visual engagement, be memorable, and adaptable to all media (Romagnoli, 2022), thinking about the characteristics of the brand and its services, the type of logo chosen was the wordmark.

The typography used to build the logo was *Avoda*, developed by Typefactoryco, and adapted to the personality of the Aghata Lobo brand, with the aim of carrying the identity traits and following the coherence of the visual attributes maintaining the sophisticated, light, modern, and extroverted look.

The original typography has compact letters, erect stems, high contrast, and final thickness. To meet the needs and characteristics of Aghata Lobo, the letters were wider, with rounded stems and increased thickness, resulting in the customization of all the letters and forming the logo.



Figure 13 – *Aghata Lobo's logo*



Figure 14 – Circular *Aghata Lobo's logo*

Still considering the concept of the brand, its objectives, and the logo, a symbol was idealized.

The symbol was created in the monogram style, containing the initial “A” which refers to the name Aghata, whose origin comes from the Greek “Agathe”, which derives from the word “Agathós” and means “good, perfect, respectable”. In turn, the initial “L” was used to refer to the surname Lobo and to associate it with the animal, which represents strength,

determination, authority, leadership, power, and wisdom, making the brand's universe even stronger, memorable, exclusive, and modern.

To compose these attributes, the star element was used to refer to the eyes and half of the animal's face and to highlight the extroverted aspect of the brand.

In this way, the creation of the monogram composition was inspired by the modern typographic style, being composed of thick rods that contrast with the thin bars. The endings of the letters were rounded and customized to contrast with the characteristics brought by the wolf, thus enhancing the other side of the brand and transmitting lightness, femininity, and sophistication, as was also done in the logo.



Figure 15 – Aghata Lobo's monogram

Typography turns out to be the graphic voice of the brand. Thus, maintaining a standard helps to reinforce the brand's pervasiveness in the public's memory.

In the case of Aghata Lobo, 3 fonts were established to represent and give voice to the brand. The idea is to make communication dynamic and diversified, opening a wide range of possibilities and combinations.

The chosen font for titles is Apollo, who will work together with Nortera 2 to create more possibilities for titles/campaigns. As for the general texts, the font chosen was Poppins. All fonts were chosen to demonstrate how light, moderate, sophisticated, delicate, and cozy the brand is.



Figure 16 – Aghata Lobo’s typography

Finally, still to consolidate a well-defined, strong visual identity and in the minimalist and modern pattern, 1 pattern and 1 texture were chosen: the mini stars and the sprinkles.

The grains were chosen to preserve the brand's minimalist look and sobriety, while the print of small stars geometrically distributed and applied with low opacity, were chosen to reinforce the brand's shapes, but still maintain its description.

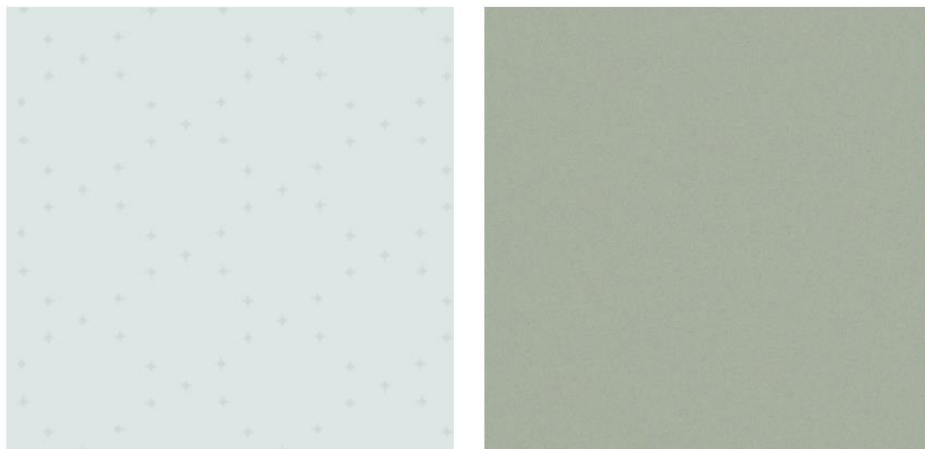


Figure 17 – Aghata Lobo’s pattern and texture

Putting all the elements together, it is possible to perceive the coherence and constancy of the elements and the transmitted sensations. Thus, makes possible the unification of communication, the transmission of the brand's personality, generating memories and recognition, transmitting professionalism – more solid and less noise – and, consequently, increasing the perception of brand value.

As for the style of the founder and, therefore, the personification of the brand, the main style adopted will be casual (friendly and accessible), which prioritizes comfort, practicality, and freedom, with the key piece and recognition for the audience being the elongated blazer. The secondary style adopted will be elegant (refined and sophisticated), which prioritizes refinement, sophistication, and updating, with the key piece and recognition for the audience being the loose-fitting shorts. Finally, the last style will be the sexy (self-confident and attractive), which prioritizes femininity, power, and sensuality, with pantaloon pants being the key piece and recognition for the audience (Ohy, 2022).

In order to bring out the ruling archetype – power, leader position, stability, status, strength, charisma (Amura Comunicação, 2021) – Aghata will give priority to sunglasses, watches, bracelets, necklaces, and earrings, all modern and minimalists. Her hair will have blonde streaks and will be cut in a short to medium length, can be used smooth or with curls, depending on the communication goal of that moment. Makeup will be more natural, with an emphasis on extremely well-groomed skin and eyes, with eyeliner and mascara (Ohy, 2022).

Figure 18 follows to exemplify the image and vibe that Aghata wants to achieve.



Figure 18 – *Aghata Lobo's* appearance

Figure 19 presents the summary of the built brand based on Kapferer’s prism (1992):

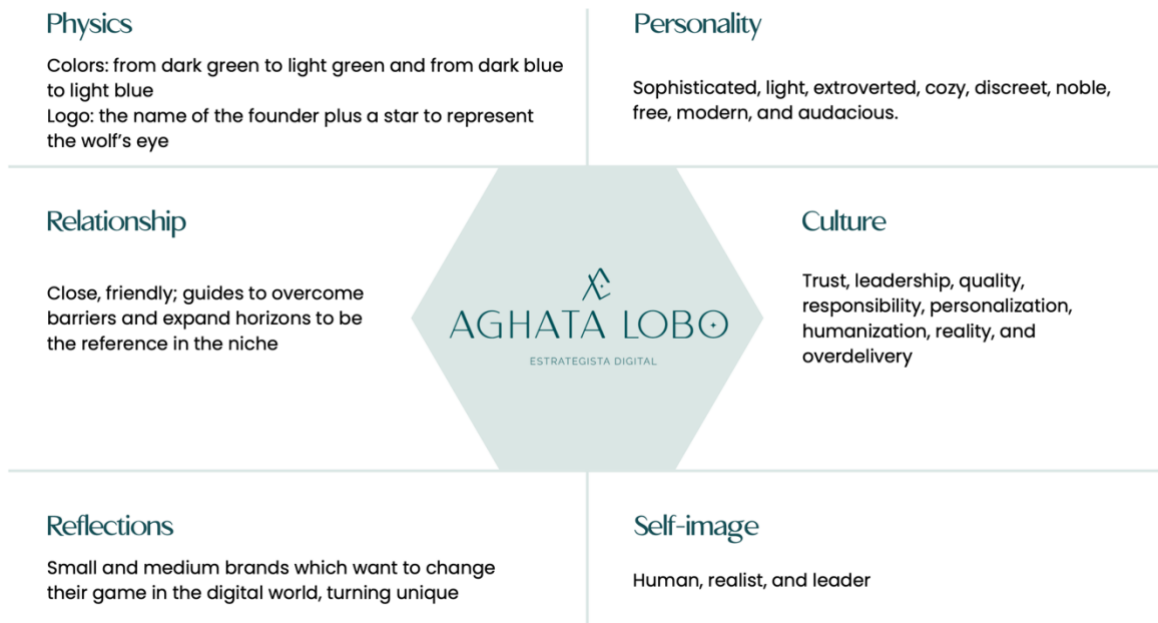


Figure 19 – *The new Aghata Lobo*

5.5. Financial structure

As noted before, the cost to maintain this first phase of Aghata Lobo is low. Therefore, the monthly investment to maintain the company is R\$197,16. Table 8 demonstrates each expense.

Expenses	Monthly cost
DAS (tax)	R\$70,10
Zoom	R\$68,00
Canva	R\$24,16
iCloud (2TB)	R\$34,90
Trello	Free version
Notion	Free version

Total	R\$197,16
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Table 8 – *Monthly expenses by Aghata Lobo*

It is worth noting that the cost of maintaining the company does not include working time and investments made by Aghata Lobo in its knowledge and image, as these values are attributed to the pricing of services. Moreover, being a lawyer and being registered in the simple tax regime, Aghata Lobo manages to save on expenses with lawyers and accountants, being able to carry out her own contracts and make her monthly tax returns, for example. Thus, in addition to not spending on these services, she can manage to include them in the price of the services. Ensuring, in this way, a low investment in that first moment.

As for basic equipment such as a laptop and cell phone, Aghata Lobo can use her personal items, just separating private and company accounts/users. And as for the location, in principle, she can continue working from her home or from cafes, with no need to rent an office, for example.

Finally, it is necessary to remember that as the brand grows, the cost to maintain it will also increase. Just as an example, it will be necessary to register the brand, change the tax and social regime by the government, new tax rates, internal collaborators, freelancers, hire a domain, rent physical spaces and high-quality equipment to record info-products, and so on.

6. CONCLUSION AND RECOMMENDATIONS

Aghata Lobo, a newly created personal brand and case study of the present professional project, now has all the guidelines and structure to shape and propagate itself as a strategic and successful personal brand, being able to be a model for other personal brands. In other words, based on the data found, it was possible to develop the anatomy of the Aghata Lobo personal brand, creating a strategic, coherent, unique, and profitable brand, from its internal structure to its external structure.

Through an extensive literature review, it was possible to demonstrate how complex, but possible, it is to create an anatomically coherent personal brand. In addition to the information found in the literature, primary data were collected through an online questionnaire, which helped to understand how the Brazilian consumer behaves in the face of online consumption and which characteristics are relevant to conquer them.

Therefore, the central objective of this professional project was to identify the main characteristics necessary for a personal brand to become the choice of the Brazilian consumer. The project aimed to structure the newly created brand to make it solid and coherent, meeting the real needs of the consumer, and developing a strong and captivating image. In addition, it proposed shaping the brand with internal and external attributes that would inspire trust and connection with the public, to highlight it in the market and achieve positive results.

However, it is important to point out that the conclusions formulated, and the characteristics found to build the brand in question are the result of the answers given by the participants, the study being limited to what the participants claimed to think and consider and not necessarily to their actual behavior in the face of purchasing decisions and hiring.

Thus, or future studies, it is recommended to compare what people point out and describe as “key characteristics” and “irrelevant characteristics” for hiring, with their actions, that is, comparing what they say with what they actually do. Thus, just as an example, 25% of participants in the online questionnaire reported agreeing that the transparency of the brand, its values, and its processes was relevant to the hiring decision and 68.75% reported fully agreeing with this statement. However, Shein, a Chinese brand that is a reference in fast fashion, known

for the possibility of work analogous to slavery and the lack of sustainability in its process (The News CC, 2022), has grown dramatically in Brazil. So much so that Brazil is one of the five largest markets for Shein, with the company earning R\$ 8 billion in 2022, making it the third largest fashion retailer in the country — and should become the 1st in 2023 (The News CC, 2023a). Other examples such as Hurb and Zara can be cited as a contradiction situation between what has been said and been done, making it worthwhile to deepen the issue.

Thus, in summary, with the strategic anatomy presented, it is intended that personal brands mold themselves to this, stand out, and achieve their objectives and results, becoming the main option of their public.

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APPENDIX

Appendix 1

Section 1 of 6

Consumo online & Novas marcas

Olá, espero que você esteja bem.

Estou realizando este questionário para melhor entender como o consumidor brasileiro se comporta em relação ao consumo online e novas marcas. A análise das respostas será utilizada para compor a minha tese de mestrado em Marketing Global no IPAM (Instituto Português de Administração e Marketing). Sua resposta é muito importante.

Este questionário terá duração máxima de 10 minutos, suas respostas são anônimas, confidenciais e serão alvo apenas de tratamento estatístico.

Caso você tenha qualquer dúvida, por favor, entre em contato através do e-mail contato.aghatalobo@gmail.com.

Muito obrigada!

Você fez alguma compra online nos últimos 6 meses? *

Sim

Não

Section 2 of 6

Consumo online

Description (optional)

Com que frequência você faz compras online? *

- Uma vez por semana
- Uma vez por mês
- Uma vez a cada 3 meses
- Uma vez a cada 6 meses
- Raramente
- Nunca

Com que frequência você costuma adquirir info-produtos online? *

Exemplos: cursos, ebooks e checklists

- Uma vez por semana
- Uma vez por mês
- Uma vez a cada 3 meses
- Uma vez a cada 6 meses
- Raramente
- Nunca

Com que frequência você costuma contratar serviços através de um canal online? *

- Sempre
- Frequentemente
- Raramente
- Nunca

⋮

Qual ou quais canais online você usa para contratar serviços? *

- Google
- Instagram
- TikTok
- Facebook
- Twitter
- Pinterest
- Other...

Section 3 of 6

Novas Marcas



Description (optional)



Ao escutar o nome de uma marca pela primeira vez, em qual plataforma você costuma buscar mais informações sobre a referida marca? *

- Google
- Instagram
- TikTok
- Facebook
- Twitter
- Pinterest
- Other...

Considerando que duas marcas ofereçam os mesmos serviços e ambas possuam o mesmo tempo no mercado, você depositaria mais confiança em uma marca pessoal, a pessoa que oferece o serviço é a própria marca (Rafaela, a mentora ou Maria, a advogada) ou em uma marca corporativa (Agência XYZ de mentoria ou ABC escritório de advocacia)? *

- Marca pessoal
- Marca corporativa

O tipo de serviço a ser contratado é considerado relevante para a decisão de escolha entre contratar uma marca pessoal ou uma marca corporativa? *

- | | | | | | | |
|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Discordo totalmente | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Concordo totalmente |

Justifique a sua resposta em relação a questão anterior. *

Long answer text

No caso de marcas pessoais, você depositaria maior confiança se a marca fosse nova para você, mas fosse indicada por algum amigo, familiar ou conhecido? *

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

Section 4 of 6

Para as perguntas a seguir, por favor, considerar apenas marcas pessoais e prestadoras de serviços

Marca pessoal é aquela que a pessoa que oferece o serviço ou o produto é a própria marca como, por exemplo, Patrícia - a advogada.

A missão, visão, valores e propósito da marca são relevantes para a decisão de contratação? *

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

O fato da marca ser autêntica é relevante para a decisão de contratação? *

Autêntico significa verdadeiro, legítimo e genuíno. É um adjetivo que caracteriza aquilo que não deixa dúvidas, em que há autenticidade, que não é falso, que é real, positivo.

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

A individualidade, singularidade e personalidade da pessoa por trás da marca são aspectos relevantes para a decisão de contratação? *

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

A forma como a marca se comunica com você cliente (através de conteúdo e comunicação direta) é relevante para a decisão de contratação? *

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

⋮
O fato da marca ser transparente nos seus objetivos, processos e ações é relevante para a decisão de contratação? *

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

A trajetória da marca é relevante para a decisão de contratação? *

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

A trajetória da pessoa por trás da marca é relevante para a decisão de contratação? *

	1	2	3	4	5	
Discordo totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo totalmente

A identidade visual da marca é relevante para a decisão de contratação? *

	Discordo total...	Discordo	Nem discordo ...	Concordo	Concordo total...
Cores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Logo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Símbolos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tipografia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

A identidade visual da pessoa por trás da marca é relevante para a decisão de contratação? *

	Discordo total...	Discordo	Nem discordo ...	Concordo	Concordo total...
Maneira de se ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estilo do cabelo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estilo das unhas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marcas que uti...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

...

O estilo de vida da pessoa por trás da marca é relevante para a decisão de contratação? *

	Discordo total...	Discordo	Nem discordo ...	Concordo	Concordo total...
Lugares que fr...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lugar que mora	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transporte qu...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pessoas que a...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Na sua opinião, quais características de uma marca a tornam mais memorável? (escolher até *
3)

Memorável: a primeira marca que vem a sua mente quando você pensa naquele determinado serviço

- Missão, visão e propósito
- O modo de se comunicar
- As redes sociais
- O atendimento
- A experiência que ela oferece
- A trajetória da marca
- A sua identidade visual
- A sua transparência
- A sua autenticidade
- A identidade visual e o estilo de vida que a pessoa por trás da marca apresenta
- Os valores apresentados e praticados
- A trajetória da pessoa por trás da marca
- A confiança que a marca transmite

Section 5 of 6

Dados demográficos



Description (optional)

Informe o seu gênero *

- Feminino
- Masculino
- Prefiro não dizer

Informe a sua idade *

- Menor de 18 anos
- De 19 a 25 anos
- De 26 a 30 anos
- De 31 a 35 anos
- De 36 a 40 anos
- Mais de 40 anos

Informe a sua nacionalidade *

Short answer text

Informe a sua ocupação *

- Estudante
- Empregado
- Empregador
- Other...

Section 6 of 6

Muito obrigada!

Sei que o seu tempo é o seu bem mais valioso e agradeço imenso o fato de você ter dedicado parte dele para me ajudar.